

Sales Management

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That First-of-the-Year Raise

The Scarcity of Good Salesmen and Growing Demand
Makes Systematic Recruiting Program Necessary for 1923

By Cameron McPherson

NINETEEN twenty two has been a year of unparalleled failures among salesmen. For every salesman who was hired during the year, and made good, two were hired who could not make the grade. Figuring on the basis of three new salesmen to each of the 100,000 concerns selling through salesmen this means that 200,000 salesmen were hired in the manufacturing, jobbing and specialty field alone, exclusive of house-to-house salesmen, and insurance agents. It costs at least \$500 to train a salesman up to a self-supporting point. Some concerns put the figure as high as \$1,200. But even at \$500 it represents a loss of more than one hundred million dollars.

The Load that Salesmen Carry

This loss is bad enough, but it has brought with it a still greater problem, promising an even greater tax on sales expense, which must be faced this coming year. I refer to the increased compensation which those salesmen who make good will expect. These men know that the conditions of the past two years have greatly reduced the supply of, and at the same time increased the demand for, men who can get the business. They know what they have sold; they know what others have sold and they know, or think they know, how much profit the house has made on them this year. Whether they say so or not, they decidedly feel that they ought to have a share of these profits this coming year, either in the form of an increased salary, a bonus, or a readjustment of commission.

Those concerns who are able to do so will probably give their salesmen a suitable increase in salary as a reward for good work done during 1922. But the great majority cannot do so, however much they might like to, for the simple reason that the money that has been sunk in salesmen who failed has been paid out of the net profits of the "family providers." The excessive selling costs of the past year must be brought down next

year. They cannot be brought down if the salaries or commissions of the salesmen are boosted out of line.

It is quite without the dictates of good business to arbitrarily add such increases to the selling price. Business is in no mood to stand for increased prices, and any indication of inflation along these lines will send the consumer's dollars scurrying to cover and business will repeat its antic of 1921. No sane salesman wants another 1921. And rather than that he will continue during 1923 without any increase, but his heart will be elsewhere. For a salesman is no different from you or me, we can only do our best when we feel that our excess efforts will be rewarded. Lacking that incentive initiative is bound to lag.

So there you have, clear cut and well defined, the problem which you, as a sales manager, must be prepared to face with the advent of the new year. And it is a problem that you can expect to face each succeeding year just so long as the downward swing of prices continues and just so long as no systematic, far-sighted program is put into effect for maintaining a flow of young blood into the organization.

The Undoing of Many Men

But you ask: "How are we going to keep a flow of young salesmen of the right kind coming into the organization?" You have probably found that during the last two years few of the inexperienced men whom you put out were able to stand the gaff. Most of them made their first trip during the seller's market. Their easy success went to their heads. They thought all you had to do was to walk into a man's office, tell him the latest Ford story, and walk out with the order. But it didn't work out that way.

These bright young men found that mere chatter did not sell goods. They did not know enough about their merchandise to meet lower price objections. They did not even know that before you

can sell a thing you have to make the buyer want it. They took it for granted that he already wanted it, when he didn't want it at all. And so they got kissed out of one office after another, until finally they reached the limit of their none-too-well developed staying power and they blew up. No, you had your fill of "young blood." Life is too short to worry along with these men. You are off them for life. Is that your feeling?

It is true that during the last few years the cub salesman has shown up very poorly. But all indications are that conditions during 1923 will be less difficult and more nearly normal. In short it is a good year to put out salesmen of limited experience. This should be true of the next few years, so it behooves us to give serious thought between now and the first of the year to the problem, and see if there is not some way that we can attract desirable applicants for positions on the sales force in sufficient numbers to permit of careful selection.

A Suggestion to Trade Associations

To do this two things are necessary—some medium for interesting more of the desirable kind of young men in the industry; and secondly a medium for interesting those who are interested in the industry in the opportunity offered by your particular company. So far as "selling" the industry is concerned this is work which can well be undertaken by some central organization such as your trade association, if you have one. It is one of the worth-while things that an association of manufacturers or jobbers can undertake to do for its membership. It can gather up vital statistics regarding the growth of the industry, its economic justification, the possibilities it offers for the young man who is just drifting along on the business sea and who is casting about for a life connection. Much good can be done by properly presenting these facts in convenient form, and offering to send the information to any inter-

ested young man in advertisements in such publications as *The Saturday Evening Post*, *American Magazine*, *The Literary Digest* and other publications circulating among the classes from which salesmen are developed. Applicants can be furnished with a list of members of the association, and told to write to any member they select for possible openings and an application blank.

In the event, however, that the association is not prepared to lay this ground work it will have to be done by the employer individually. A small booklet should be issued, one part of which "sells" the industry, and the other part of which "sells" the company itself. Such a booklet need not be elaborate. If the facts are presented in an interesting way, and plenty of charts and pictures used, a booklet that will fit into a regular 6 3/4 envelope, and containing thirty two pages, should be ample. But it should be of a small size.

These booklets should be sent out just before school closes to colleges having courses in salesmanship and business administration for distribution to interested graduates. They can be passed around by salesmen to dealer's clerks who indicate a desire to "go on the road" or to subordinates in the offices of concerns using your equipment whom your salesmen think would make good candidates. In fact there is no end to ways that a well-written booklet of this kind could be used effectively.

In the back of each of these books there should be a perforated page which the interested reader can tear out and mail back for a detailed blank so that he can make formal application for a position. The booklet itself should contain a section which will detail the steps which must be taken to go about securing a position with the company. Suggestions for other material which such a booklet might contain is printed opposite. No doubt, there are many points which you will want to cover in addition to those enumerated here.

Care must be taken, however, in preparing the copy for such a booklet not to over-sell the prospective salesman and lure him into applying for a position in the expectation of quickly earning big

money. On the contrary, the booklet should take the attitude that, while the business holds forth more promise than a great many businesses, it does so because it calls for men of greater will-power and fighting spirit. It should be

At first thought it may seem that the preparation of such a booklet involves far too great an outlay of time and money for the results it promises. It will seem especially so to those of our readers who employ only two or three salesmen a year. But it

must be remembered that the benefit of such a book is spread over the whole business. It is not confined to the sales department alone. Many of the applicants for positions will be men in clerical work who have an ambition to some day become salesmen. Others will be men now in traffic work, credit work, and other branches of business. In most instances where applications are received from such men and no opening exists on the sales force at the time, they can be used in other than selling departments until such openings do occur. As a rule these young men have a high grade of intelligence and are willing to make considerable sacrifice to get an opportunity with a real future in it. Having made this sacrifice it is reasonable to suppose that they will make the most of any opportunity that comes to them and will not be in a hurry to throw up their position on slight provocation. With the organization made up largely of men waiting an opportunity to become salesmen much of the usual unrest will naturally vanish—because the disgruntled ones know only too well that the office is full of men who would ask nothing better than a chance at their territory.

If this plan is put into effect on any considerable scale it will result in a very material cut in the present mortality rate for one thing, and it will build up eventually a sales organization that will be more easily directed, and more economical to conduct. Such a condition will not be brought about in a few months; it may take several years—but the sooner a start is made, the sooner the benefits will be reaped. The great thing we need in sales work today, is more long distance work.

There is too much of a tendency to plan only for today, forgetting that there will be a tomorrow. We have to think farther ahead; we have to plan for ten years from today. If we don't do that we must be prepared to step aside for the man who does.

How to Lay Out a Book for Recruiting Salesmen

Section I—Selling Section

Sketch early history of industry and contrast improvement of recent years.

* * * *

Present relative importance of industry compared with other industries.

* * * *

Show possible development of industry within the next twenty years.

* * * *

Take up in detail the various branches of the industry—such as production of raw materials—converting into manufactured products—jobbing—retailing, etc.

* * * *

Dovetail your particular business into above general outline, i. e. If you convert the raw material, show relative importance of that branch.

* * * *

Emphasize strongly the possibilities for further development of your branch of the industry, using charts to visualize those factors which will effect growth—such as previous growth of business—growth of population generally—increased per capita consumption of your product over period of years, etc.

* * * *

Chart organization of your company, featuring multiplicity of executive positions paying substantial salaries.

* * * *

Go into details concerning all opportunities given employees to train for positions of trust—such as training classes; library facilities; association with other people, etc.

* * * *

Promotion route usually followed—using photographic chart if possible—showing man starting as stock clerk, junior salesman, salesman, field contact man, branch manager, division manager, assistant sales manager, sales manager, etc.—duties of each and training to be gained.

* * * *

List of present executives who have started with the company in minor capacities and who are now holding responsible positions. Bear down heavily on policy of giving present employees first consideration for filling positions higher up.

Section II—Closing Section

Qualifications a man must have to secure a position.

* * * *

Comment on sacrifices necessary at the beginning—compare with starting in business for one's self, only in this case the company supplies the capital.

* * * *

Explain methods of compensation—give the man some idea as to rate of advancement by citing several instances of men who have climbed up the ladder quickly.

* * * *

How to go about getting a position with the company—whom to apply to—importance of carefully filling out application blank—how application blank helps the applicant.

* * * *

Perforated page which reader can tear out and use for requesting formal application blank with space at bottom for names of friends who are thinking of entering the business and who would be interested in reading book.

emphatically stated that if the man is not willing to make great personal sacrifices, and is not willing to see the thing through, that he has no place in the business. The job is a man's job, with a man's reward. It is not a get-rich-quick-without-working proposition.

How Return Cards Affect Results

By William A. Hersey

This is the first of a series of articles which Mr. Hersey is preparing to help you to get bigger returns from the money you are investing in direct mail advertising. Mr. Hersey was for several years in charge of the production of sales literature for Robert H. Ingersoll & Brother, New York, and a former secretary of the Direct Mail Advertising Association. At the present time he is specializing in the production of mail sales campaigns.

I HAVE known sales managers to spend days planning a circular or form letter and then, in a few minute's time, dash off a return card. It was something that had to be enclosed in the mailing—and any kind of a card would do.

But experienced mail order men have found that though the post card is only a detail—it is an important one—and one that vitally affects results.

In this article, I shall point out a few things that I have learned on how post cards affect the results of a campaign and little ways in which they can be improved.

Post Cards vs. Order Blanks

When a circular or letter is sent out, on which a reply is expected, I have found it advisable, whenever possible, to use post cards instead of order blanks. It makes it easier for the other party to send in the order. I have made a number of experiments on this point, such as this: sending out 5,000 circulars with a post card, and 5,000 with an order blank. Invariably the circulars with post cards produced the biggest percentage of returns. The rule I invariably follow on whether to use a card or order blank is:

A. Can all of the information conveniently be placed on a card, that is, does it provide sufficient space to order, etc.? If so, a card is advisable.

B. Is there anything on the card which the sender would not like to have go through the open mail? As an example, if you are requesting information of a confidential nature, a post card would not be advisable.

In connection with this, I

might also add that when sending out envelope stuffers that play up for an order, I have found that by enclosing post cards better results are obtained.

Post cards enclosed with envelope stuffers can be made a little smaller than the usual size and of a light weight material. That makes them inexpensive and does not increase the weight of the mail a great deal.

Miscellaneous Uses of Post Cards

A very valuable use of post cards is in checking up the names of a mailing list. As an example—if you issue a house organ, enclose a post card, once or twice a year, asking the people on your list whether or not they still want you to continue sending it. Also ask them to print their name and address. In that way, you will be able to check up your mailing list and also keep up interest in your house organ.

You can, at the same time, provide space on the lower part of the card for

ordering your merchandise. In that way you can get a little extra business.

Concerns who sell their products to retail dealers, through catalogues, can make very good use of post cards by enclosing a perforated sheet of them, or several loose ones with every catalogue or price list they send out. This enables the dealer to have several cards on hand and it is a convenient way for him to send in his orders.

The big mail order houses, who issue general catalogues, also issue quite a number of special ones, often enclose a sheet of post cards with the general catalogue, so that the customer can send for any one of the special catalogues they may want.

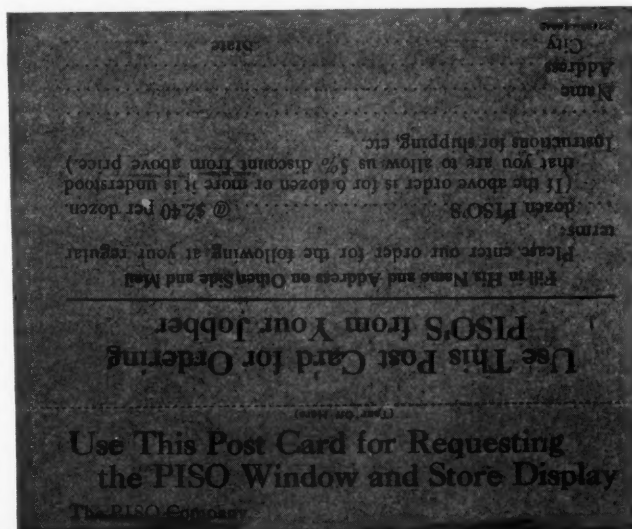
Stamped Post Cards vs. Unstamped

The question often comes up whether or not a stamp on a post card would help to increase the returns.

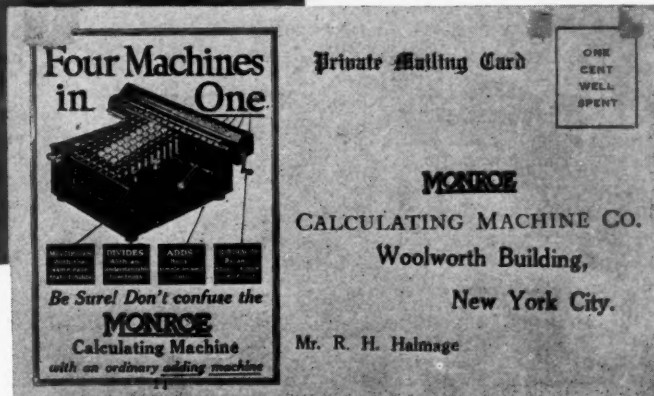
My experience has been that on a straight selling proposition, the stamp doesn't increase the returns enough to warrant the extra expense. For instance: it costs \$10.00 a thousand extra to supply stamps for a thousand cards. If the sales cost is 5%, then it means that you must get \$200.00 worth of business from each thousand circulars sent out.

On the other hand, if you are asking for certain information and the party you are writing to is practically doing you a favor, then, it is necessary to supply return postage.

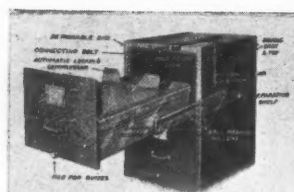
But the viewpoint I take on general selling propositions is if the circular or letter isn't strong enough to put it across, the stamp will not help any. If the man wants to order your propo-



Center example shows arrangement where the recipient must order from the manufacturer and jobber



Lower cards show how illustrations or notes on the address side can help make a card pull bigger returns



Berger "1300" Line Features

Protection around each drawer—double walls. Easy operation—ball bearing roller suspension. Large filing capacity. Positive automatic locking compressors. Dignified appearance—hand rubbed, baked on olive green enamel, solid brass trimmings.

Gentlemen:

Please send your catalog covering in detail Berger Steel Filing Cases. I am interested in filing the following classes of papers:

Name

City

Street

Date



POST CARD

Place Stamp Here

Examples of how flaps with good copy or illustrations next to business side of a card can be used to increase returns

sition, a penny isn't going to stop him.

Then again, there's the question of using Government post cards when postage is supplied. My experience has been that a post card with a stamp pasted on it will always bring a bigger percentage of replies than a Government card.

I have found it a better way, when supplying postage, to tip the stamp on the letter and tell the party I am writing to, to use it on the card enclosed. Or, another way is to enclose a new penny in the letter. A stamp put on the corner of a letter, or a penny enclosed is a more effective way of calling his attention to the fact that you will pay for the return postage, than by pasting a stamp on the card.

Making the Post Card Produce Bigger Returns

The main object of a return card is to make it easy for the prospect to order or to reply to your offer. Therefore, the most important thing to do is to plan the card so that your prospect will know exactly what he is writing for. The typography should not be confusing in any way.

For instance, if you are sending out a circular and offering three assortments

of merchandise, do not merely put on the card: "Please send me assortment A, B, or C." List each assortment on the card, in very small type, if necessary, but be sure that the dealer knows exactly what he is ordering.

Then, if you are offering display material or something else free with a certain amount of goods, be sure that that fact is listed on the card.

These points may seem trivial, but yet they materially affect the percentage of returns.

Enclosing the Post Card

It is just as important to be careful in planning how the post card is to be enclosed, as it is to plan the card itself. The card should be enclosed so that the prospect can see it at the time he reads about your offer, or whatever it is he must reply to.

When I use a four page circular and the main proposition is printed on the inside spread, I always have the card enclosed on the inside of the circular—never separate.

In some lines of business, such as insurance, it is necessary to ask for confi-

dential information. Many folks hesitate to sign their names to a card of this kind.

A method often used in handling a situation such as this is to have the return cards numbered and a record kept of

the cards, so that the recipient need only mail the card, his number identifying him.

While most people know where to attach a stamp to a post card and what kind of a stamp to use, it is advisable to have a space marked off on the address side for the stamp. Then, instead of constantly using such stereotyped phrases as "Put stamp here," use "One cent well spent," or "A post stamp well invested."

Generally speaking, I have found that cards printed in two colors will pull bigger returns than those printed in one color.

The extra color can be used to make the card stand out from the rest of the mailing. For instance, putting an orange border on it will illustrate certain parts of it in color.

Then, if you use an illustration on the card of a free booklet that you are offering, a free display piece, or merchandise, the extra color can be used to make that illustration more natural.

Another stunt used to increase returns is to have an illustration on the address side, or on a small flap attached, reminding the prospect to mail the card. Semi humorous illustrations or illustration

(Continued on page 110)

Use This as a Copy For Your Files

Use this card as a duplicate of what you order. Space is provided for date and quantities.

Ordered the following Watches	Cost	Sell for
Month..... Date.....		
Waterbury Plain Dial.....	3.50	5.50
Waterbury Radiolite, Black Dial.....	4.00	6.25
Waterbury Radiolite, Silver Dial.....	4.00	6.25
Reliance Screw Case.....	5.00	8.00
Reliance Gold, Plain Polished Backs.....	7.50	11.50
Reliance Gold, Engine Turned Backs.....	7.50	11.50
Reliance Gold, Fancy Engraved Backs.....	7.50	11.50
Midget Plain Dial.....	3.15	5.00
Midget Radiolite.....	3.65	5.75
Midget Wrist Plain Dial.....	3.40	5.50
Midget Wrist Radiolite.....	3.90	6.25
Eclipse Plain Dial.....	2.45	4.00
Eclipse Radiolite.....	2.95	4.75
Yankee Plain Dial.....	1.65	2.50
Yankee Radiolite.....	2.15	3.50
Yankee Radiolite 2 in 1.....	2.50	3.75

All orders filled in strict rotation and we reserve the right to limit quantities.

ROBT. H. INGERSOLL & BRO.

Please send me the following:

- ...Waterbury Plain Dial
- ...Waterbury Radiolite, Black Dial*
- ...Waterbury Radiolite, Silver Dial*
- ...Reliance Screw Case
- ...Reliance Gold, Plain Polished Backs*
- ...Reliance Gold, Engine Turned Backs*
- ...Reliance Gold, Fancy Engraved Backs*
- ...Midget Plain Dial
- ...Midget Radiolite
- ...Midget Wrist Plain Dial
- ...Midget Wrist Radiolite
- ...Eclipse Plain Dial
- ...Eclipse Radiolite*
- ...Yankee Plain Dial
- ...Yankee Radiolite
- ...Yankee Radiolite 2 in 1

If You Want Window Display Material CHECK HERE

*Several weeks overstock on these models. Only limited orders accepted for these models.

Name.....
Address.....
City..... State.....
(Please PRINT name and address) 53

Good examples of double post cards. Several of these combine price lists with the order card, so that the dealer can check up his stock at the same time he orders merchandise. This type of post card is not used nearly enough and offers excellent selling possibilities

WHAT MORE WOULD YOU LIKE TO KNOW?

JUST WRITE IT HERE—THEN MAIL THE CARD

☐ Send me your Pocket Catalog.

☐ Tell me how your Automatic Selector enables me to pick out and address, or skip, any names on my list, at will.

The "Special Privilege" Salesman

The Danger of Spoiling a Good Piece of Human Mechanism by the Softening Processes of Flattery and Soft-Snaps. "Keep the Bit in His Mouth and the Reins Tight," Is the Working Rule of a Veteran

By Sterling Knight

THE general manager of the house, a rugged, roly-poly little person, with bright, dancing eyes, set in a face bronzed by golf and just a hint of apoplexy, had been seated in a far corner of his sales manager's office, during a ten-minute interview with the latter executive and a young road genius.

The broiler salesman had been doing very nicely for a period of seven weeks. He knew it and the firm knew it. Some particularly rough spots in Georgia and Alabama had been smoothed out by the young man, and he had been breezing over them at an oily clip.

Salesmen Are Only Human

He had called on his sales manager for a two-day vacation and some praise and received both. But a sales manager, overly sentimental, had gone further. He had voluntarily offered to hand over a piece of plum territory in another section.

When the door had closed on a rather flashy necktie and a suit with a green pattern predominating, the little man in the corner walked across to his sales manager, placed a kindly hand on the square shoulders and said:

"Billy, doing a thing like that means a great injustice to a comer. What's the matter—don't you want to hold that boy? He looks as if he had the making of a wizard under those race-track clothes."

The sales manager glanced up in sudden surprise. His expression was enigmatical.

"I don't think I quite follow you, Sir," was his puzzled response.

"It's all wrong," continued the gentleman with the eighteenth-hole complexion, "that business of giving special privileges to salesmen—of coddling them—of offering extra inducements—of too

pronouncedly and obviously feathering their nest with rapid advances. If I am not very much mistaken, you have started that boy on the worst skid of his budding career. And he will not thank you for it."

All of which still left the sales manager in a black cloud of quandary.

"Good enough!" exclaimed Mr. General Manager, "I will come right out with what I think, and turn the corners on two wheels, verbally. It has been my experience—and I am rounding out sixty—that human nature is pretty much the same the universe over, generation in and generation out. The special privilege is bad medicine for all of us. Petting must be done with the utmost discretion. Feeding any horse too many oats will slacken his pace, and if you want to blight a gathering career of immense promise, just get a man into thinking how good he is. I would rather dose a salesman up with poison and have it over quickly, than to throw him sop in the shape of unguarded flattery, special concessions, advances that are not pock-marked, from stern to stern, with the intimation of the most strenuous service.

Even Kindness Can Be Overdone

"No salesman ever gave sincere appreciation to easily-earned promotion. The easy-come-easy-go adage is gorgeously true. After many years of intensive study of salesmen—and I occupied your chair for the first seventeen years we were in business—I came to the inexorable conclusion that there's such a thing as being too nice to your organization. There are reservations—oh yes. I believe

in being tolerant, patient, strategic; I believe in a moderate volume of praise when someone has earned it; I bat around one hundred on this idea of being a fair, square executive, but I *do* think and I will always maintain, that you can kill talent with kindness, and that you can wreck good workers on the treacherous shoals of special privilege.

Why One Man Went Wrong

"That young man has not been with you long enough to have earned the right to the promotion you offered. He may be the most competent wonder on the top side of earth, but, from your standpoint, and, incidentally, his own, experience teaches you must feed him his reward in limited spoonfuls, if you don't want his ego to give him a bad case of mental colic.

"Yes, I know it's hard. Hurts a man's belief in life, in people, in human nature. There's a great deal of satisfaction, when you run upon a fellow who deserves it, to fish around in the medal bag, and hang him all over with service stripes and bronze stars. But it just can't be done, that's all. You have to be forty or fifty to realize it and its apt to puncture a fine assortment of pet ideals, dreams, sentimental stage-sets, dear to your love of fair play.

"Salesmen—indeed all of us—are at our best when we have something to work for. Keeping the hay a little ahead of the 'hoss' most of the while is old-fash-



ioned diplomacy. Occasionally you can let a wisp or two fall in his path. Do not treat 'em rough, but do not make 'em sticky with sentimentality. *Thinking* all the nice things you would like to do for a worthy chap, is often better than actually making good on it—until just the psychological hour arrives. And it may never come, as you get to know your salesman better.

"I want to tell you a story—a true story. Seven years ago, I undertook a special outside deal for my firm. We were putting over a new product, not related to the regular line. I assumed the task of sales management. The new product was launched, with a clash of the cymbals of localized advertising, distribution was secured and thirty-five of the brightest young salesmen I ever knew were in special charge.

The Story of a Big Deal

"From the very start, that deal went big. It was a universally used article, a very superior article, in a long-neglected field, and because all of us worked like dogs, the returns the first six months passed every expectation. I think something close to a million made the old cash register sing, and there was every promise it would grow and grow. And it did. However, one of my best salesmen, was a young southern boy—a graduate of a military academy, a fast thinker and one of the most competent lads you ever saw. He worked day and night—his hours of labor were as long as he could see a customer without falling asleep in his office. And, in a perfect stew of gratitude and appreciation, I called him into my office one day and gave him a bonus that amounted to close to three thousand dollars. Two months later, I saw that his efforts were again rewarded. Mainly because we all thought he had earned it, the salesman closed his year of strenuous effort with nine thousand dollars on the right side of his special privilege ledger. And this did not count in his regular wage. I gave it to him because I was overcome by a tide of sentimental appreciation. It seemed only just and right and fair that I should do such a thing. And on Christmas day, the firm gave him a gold watch, with an engraved message inside that bubbled affection.

"What happened? Half way through the next season, our genius quit cold, and started a little concern of his own, in direct competition with our product. He did not give us five day's notice. It was as sordid a piece of ingratitude and unethical business practice as was ever pulled off. What's more, he deliberately hitched his wagon to our customers—the customers which had been his. It seemed all right to him to do this.

"Nor is this an isolated case. I have had it happen to me, time and time again. I have observed it happening to others. And, as I look back on this one episode of the misguided southern lad, I can see that the blame was all mine. I gave him the first push that sent him on a moral tail-spin. I fed him his praise, his flattery, his rewards, at too fast a clip. He couldn't digest so much—few persons can. It is discouraging but it is terribly true.

"That boy was a comer, until he thought he was. There was nothing to stop him, until I banked the road with excess baggage in the way of material for self-pity, self-esteem. The more I did, the more he began to think I *ought* to do, and the more he received, the more certain he was that he was not receiving enough. Nine times in ten that is the dreadful routine of life.

"There is nothing quite like throwing your harness over a salesman, putting the bit in his mouth, and holding the official reins tightly in both hands. Ease up for a moment—take off any of the

BEgin to grant special favors to salesmen, spoil them with an over-abundance of flattery, feed them daily doses of Pap, and—

They become little Tin Gods.

Be fair, be just, be grateful, and pay a man as much as he is worth, but—

There is a certain dignity of management of men which, if once weakened, turns on you with sudden wrath.

harness, and it's the nature of the human animal to want to climb out of the shafts entirely—just for a run into clover and kick-up under no restraint.

"Out in Chicago one year, we started the idea, one Christmas, of putting twenty-five dollars in crisp new bills in fancy envelopes and giving them to the salesmen—a junior crew. The first yuletide, it was hailed with loud acclaim. The second year, there were whispers to the effect that 'The old man was niggardly' in his Christmas rations. We ran into stormy weather the next holiday and nothing at all was given. I wish you could have heard the comments. You'd have thought the firm was composed of a hold-over from Captain Kidd's crew. We didn't hear the last of it for six months.

Too Frequent Raises in Salary

"By 'special privilege' I mean, not merely advances, the bonus idea, and promises of this or that—but other and even more insidiously explosive trouble-makers and morale-destroyers. For example, a friend of mine, who is sales manager for one of the very largest drug houses in the country, had followed the record of a certain man in his employ. This salesman was well liked, customers often took the trouble to write letters of commendation regarding him, and every year brought an appreciable advance in the amount of business transacted. His salary was quietly raised in due proportion.

"And then the sales manager, in a very earnest desire to pat the chap on the shoulder in a material way, allowed him brief vacations, over and above the usual thing in this direction. One week the two of them went fishing and hunting in Canadian territory.

"It took over a year of that to prove

the fallacy of the idea. From being one of the star salesmen, the record-breaker softened and eased off to the point where he really didn't want to work at all. The virus of ease had been injected into his system. I knew him and we met a year after he had been dropped from his job. In effect, this was what he said to me:

"Oh yes, I left those folks over there a long while ago. Nothing to it. They expected me to work twelve hours a day and twelve at night, and to spend my Sundays in a rig trying to find new customers. The sales manager is a hunk of cheese."

"They'll turn on you at the drop of the whip, once you cut down your own schedule of extra privilege. The first two or three doses are gulped down, between gratitude talk, then they need a stiffer dose to make them feel the effect. And, as the years go by, that dose must be strengthened and re-strengthened.

The Salesman Turned on His Friend

"Before you came with us, the sales manager was fond of a man, who, having suffered financial reverses, was compelled to go on the road. There were deaths in his family. He needed ready money. It was advanced to him from time to time, until he owed the firm something like three thousand dollars. He promised he would pay it back, by allowing the cashier to take a stated small amount from his salary every month.

"But somehow that never happened. He married. And he wanted another loan. The sales manager could not arrange it. The officers of the company were opposed to the idea. Disgruntled, angry, chagrined, the salesman turned on his one-time friend, and called him a string of names that can't be put in the dictionary because of the laws against open and unpurged profanity.

"No, discipline in a sales department is the best and final rule. The moment you let down the bars in any direction, there's a stampede. The weaker side of people swims to the surface, and no antidote has ever been found to skim the 'dern' thing clean again.

"The right kind of salesman expects no special privileges, asks for none, and is better without them. The sales manager who looks to the best interests of his staff and his organization as a whole, drives with a stern, sure hand, never, however, hurting the mouth by pulling the bit too tight, or making a man feel that advancement is too far on the horizon.

"I believe in being kind, considerate, thoughtful, human, I believe in rewards, guardedly bestowed, and never with a too-insistent blare of the fife and drum corps of praise. I believe in paying a man what he is worth—and not a cent more. I believe in having rules and keeping them, not intermittently and with exceptions, but as if engraved in steel by a bolt of lightning. I believe in sensing when a man has won the right to measured approbation and then proving it in the most tactful manner possible. I do not believe in premeditating the big things someone is apt to do, and reward-

(Continued on page 120)

Working With an Agent to Get the Most From Your Advertising Money

The Third of a Series of Articles Discussing the Relations Between a Sales Manager and his Advertising Agency

By Philip S. Salisbury

Vice-President, The Dartnell Corporation, New York

"THIS is our idea of the agency relation. We conceive that the duty of an advertising agent ends only where his abilities end.

"We believe that the biggest things he can bring to any advertiser are a loyal and forward-looking mind, a knowledge of business strategy, and an outside viewpoint.

"Accordingly, we ask to be admitted to the complete confidence of each client, so as to be able to examine the problems of that client's business and help him to increase sales, widen distribution, and open new markets."

We quote the opening paragraphs from the memorandum of agreement of a New York agency. Another agent puts it this way: "This service will be rendered by us in the interest of developing sound and economic working plans and policies, by which the sale of your product can be promoted with minimum trade and competitive resistance.

"In the furtherance of our work to this end, we ask for your entire confidence and co-operation, and that you regard us in the same light as you do one of your officials. Information secured by us from you as related to your plans, and any other matters affecting your interests, will be held in the strictest confidence by us."

Why Advertising Often Fails

It's really surprising that so many otherwise intelligent advertisers treat their agents in the same way as their most dangerous trade competitors, hiding from them the vital facts about the business, and yet expecting them to build successful advertising campaigns. A few days ago I talked with an advertiser who was very disappointed with the results of his advertising. He figured that he had made a bad move in picking his agent. This feeling was brought about because the advertising had not produced the expected increase in sales, and because the representatives of other agencies were after the account, and frankly admitted that it was no wonder such advertisements didn't pull. It's the easiest thing in the world to pick up a bunch of ads and shoot them full of holes. "Now why did they say it this way? It would be much more effective if the appeal was built along such-and-such an angle. This illustration isn't nearly as interesting as one that showed the product in use. Et cetera. et cetera."

There probably was never an advertisement written that was 100 per cent perfect, but in the publicity turned out

by expert advertising men there is usually a reason for everything that enters into the copy or illustrations. The outsider who has only a superficial knowledge of the product and the business can peck around the edges, but generally is unable to get way down where the real meat is. Unless he knows the details of the campaign as a whole, the problems to be overcome and the order of their importance, it is extremely unlikely that his criticism will be constructive.

This advertiser showed me his sales records and the details of his advertising expenditures. The showing was bad.

	Sales	Advertising	% Cost
1st 6 months, 1921	\$3,260,289	\$107,000	3.3
1st 6 months, 1922	2,748,943	134,000	4.9

The advertiser argued that since general business conditions were much better this year than last, his sales should have increased, and the percentage spent for advertising might reasonably be expected to drop, or at least to "stay put." The fault must be with the advertising done by the agency.

Where Secrecy Proved Costly

I decided that there were probably two sides to the question, and dropped in to see the head of the agency. Yes, he knew that the client was not exactly satisfied, but he hadn't been able to learn just what grievance he had; Jones was a very hard man to work with, and he, the agent, had been tempted a couple of times to tell him to take the account elsewhere, and would be rather relieved if he did. The client had never taken him into his confidence, and had not kept him informed about the progress of the business. The agent had no contact with the sales force, although he had repeatedly asked for the chance to attend sales meetings. Agent and client had no regular conferences. There was no teamwork.

I dug into the affair further, and in talking with the sales manager of the advertiser I found the one big reason why the advertising was not successful. The product was of a mechanical nature, and frequently got out of order either through abuse by owners, or occasionally through faulty workmanship. The manufacturer had to maintain service departments at all of his branches to make these repairs, and in the Fall of 1921 the president and treasurer got together, looked over the balance sheet, reviewed the best opinions about future general business conditions, and decided to trim

sails. The service department had never been self-supporting, and they decided to raise repair prices, and to be less lenient in deciding whether a repair was necessary because of abuse or faulty workmanship.

The result was that the owners kicked—but the retail distributors had to bear the brunt of the grievances. Often in order to save the friendship of a good customer they had to give him a free repair although they themselves were charged for it by the manufacturer. So they were sore. The line was very popular with the public, and they couldn't throw it out entirely, but they found ways of swinging considerable business over to competitive articles. Of course, the product came out of the windows and down from the top of showcases. It went into drawers and other out-of-sight places, and if customers wanted it they had to have better memories and more persistence than most of us have.

So it was not surprising that the advertising didn't pull. The cards were stacked against it, yet the poor advertising agent quite naturally supposed that he was playing with the same gang of good fellows and with the same honest deck of early 1921. The client did not furnish the agent with weekly or monthly sales records, nor did he keep him posted about trade conditions.

How to Get Good Service

Very frequently you hear this said about agency practice: "So-and-So, a really big man, came around and got us to go with his agency, and then that was the last we ever saw of him. Our account was turned over to some young cub."

There are two things to be said about this. First, it is not true of most agencies, because any agent in his right senses knows that clients will not be satisfied with such service, and they are looking forward to holding the account for a long time. Second, if the client gets that kind of treatment it is his own fault. The plan of working with the agency should have been outlined carefully and mutually agreed to at the time the other details of the arrangements were settled.

A St. Louis agent covers this, in a general way, in his letter of agreement. He says, "We agree to give you the best talent in our organization. We will do our utmost to make your advertising investment profitable. We will meet with you in your conferences, coach your salesmen on the proper methods of using your advertising, etc."

First of all, the relationship between agent and client should not be on a one-man basis. Examples like the following are by no means uncommon: Scene, the advertiser's office. The President's secretary goes out to the reception room, and escorts back a man who goes into the private sanctum of the big boss. He stays an hour. After he leaves there is a buzz of conversation around the office. Some one goes over to the advertising manager and asks if he knows who the fellow was. "Yes—he's Brown, the head of our advertising agency. He thinks he's too important to waste any time in talking to me." Let an occurrence like that happen a few times and how that advertising manager loves the agency! Perhaps he won't stick up for them on every possible occasion, and fight to see that they receive all the credit to which they are entitled? He certainly will—not.

That is the way many of the accounts work out that are secured on the golf links. The agent is right in going to the man at the top, but if he stops there he makes a big mistake. The two organizations should mesh in all branches that have anything to do with selling—and even financing and accounting. Treasurers and auditors have caused many accounts to be switched.

Benjamin Franklin was one of the most versatile men who ever lived. He achieved undying fame as author, printer, scientist, inventor, diplomat, and public administrator. Yet Franklin had limitations, and he was very keenly aware of them. "I am a bad speaker, never eloquent, subject to much hesitation in my choice of words, hardly correct in my language."

Harnessing Agency Service

No man, however brilliantly endowed or however thoroughly experienced, can know it all. There is always some one else who can do at least some certain thing a great deal better. For that reason an advertiser should be sure that he is getting not only the individual brain work of the agency man who is closest to his account, but also the collective brains of the organization. The detailed way in which he gets the information depends on various factors, such as the size of both organizations and their physical proximity to each other. But there are certain fundamental things that will apply in all cases. Assuming that the advertiser wants to get the greatest degree of help and advice from his agent he should make some such arrangement as this:

1. A general get-together meeting at the time the account is placed. The advertiser should be represented by all officials and staff men who are actively interested in marketing. The agency should send those of its executive staff who have wide merchandising experience, the head of its research department, the head space buyer, the art director, the copy chief, etc. Then the two organizations can get to know each other, and the heads of the agency departments who will be responsible for turning out the

advertising will have a personal and direct appreciation of the talking points and the problems of the advertiser and his product.

2. Periodic meetings at a predetermined place between the same groups. This might be only once or twice a year, but it is important to have such a meeting a few months after the advertising campaign gets under way so that both parties concerned can check over ideas, results, etc.

3. The selection of one man to represent the advertiser—the advertising manager if there is one—and one from

Reprints of These Articles Now Available

We have received so many requests from advertisers and advertising agents alike for back issues of *SALES MANAGEMENT* containing Mr. Salisbury's preceding articles that no more copies are available.

We have, however, reprinted the articles in pamphlet form and will gladly furnish any subscriber with copies upon request. As our supply of these reprints is limited we cannot send more than six copies to any one subscriber. There is no charge for the reprints.

the agency who is the executive most capable of handling the particular product. They will be the responsible contact points. The agency executive will superintend the building of the plan, and will assume a personal responsibility for the detailed work done by the agency staff. He may write the advertising himself, or he may delegate it to a creative advertising man in the organization who acts as his lieutenant in the execution of policies and the general handling of the account. The agency executive may also delegate the business and mechanical details to another man. Each agency will have its own way of handling the details: the point I want to make is that general responsibility should be centered in a really big man at the agency, and the advertiser should always feel free to consult with that man about his general marketing problems.

4. The agency executive who handles the account should meet frequently with the advertiser and his staff. If the advertiser holds regular staff conferences it is a very good idea to arrange to have the agency executive attend these. His advice often will be helpful, and he will be better able to build a sound advertising campaign if he keeps up-to-date on all the selling problems. If it is impossible for the agency man to attend such meetings because the two organizations are not located in the same city, the advertiser should keep him posted regularly by mail. I said regularly—not

spasmodically. The contact man of the advertiser should send every week or every month confidential records of sales in the different territories (and by any other subdivisions that are used), full information about any important changes in policies, distribution, packaging, prices, discounts, and anything else that enters into the general marketing problem. If the client issues a salesmen's bulletin or house organ, or gets out direct-mail literature to its dealers or agents—let the agent have a copy. We never know from just where we get our ideas. The agent is very likely to get valuable "germs" of ideas from some piece of promotion literature that seems relatively unimportant to you.

The points discussed above are all important, and no good agent will object to working so closely with his clients. In fact, all that I have talked with welcome such co-operation with open arms. They usually get too little information from their clients: it would be unusual to get too much.

Some manufacturers hesitate to take the agent into their confidence. They hide from him the detailed records of their sales and profits. If they feel that way they should certainly change agencies.

Don't Expect Too Much

It would be impossible to over-estimate the importance of making definite arrangements about the handling of the account *at the very beginning of the relationship*. Figure out the procedure that seems most likely to bring the best results, and get down in black and white in a letter of understanding just what co-operation is to be expected from both parties to the agreement. Later on some modifications may be necessary, but that is a bridge you will not have to cross until you get to it. As I pointed out in the first article of the series, switching agencies is a costly proposition. There would be fewer switches, and there would be better business for all of us who get our bread and butter out of selling, if all agents and clients had the teamwork which comes from mutual confidence, mutual respect, and mutual work. Having a definite and mutually agreeable understanding at the very start helps a lot to produce cordial and resultful relations over a long period of time.

Advertising is a plant of slow growth. Getting ideas into minds is not a quick process, and after the idea is planted, further work is needed to get action. Many companies start out with the idea that within two or three months the increased sales coming from the advertising will make it necessary to add a few wings to the factory. And if the big increase doesn't come, and this is almost always the case, they think that something must be wrong with the advertising—and the organization that prepares it.

Advertising is a force that must pay its own way by increasing sales or cutting down selling expenses, but it isn't right to expect instantaneous results. Give it a chance.

What the Wife of One Salesman Did

By Isolde J. Ketterer

The salesman's wife has long been recognized by the wise sales executive as a tremendously important factor. It has become a matter of common practice to award the prizes to the wives of our men in order to win their active co-operation. One progressive concern even gets out a special issue of its house organ for the salesmen's wives. In this article you may find still another suggestion which will help you to develop the energy and ability that lies dormant in every salesman.

THE wife of a man who traveled the Middle West for a large concern was ill. She was alone in a new apartment, in a big city far removed from her home town, where few people, only chance acquaintances whom she'd met in the month or six weeks since she had taken up her residence there, knew her.

Three days had elapsed since the last letter from Friend Husband—three lonesome, weary days like those all of us have known at some time or another in our lives—full of waiting for news of some description that took too long in coming, or didn't arrive at all.

Those three days were probably some of the most fruitful of thought that Mrs. X. had ever spent. She evolved a number of ideas in those days, during the moments when she felt sufficiently well to do any sound, clear thinking at all.

The Trials of a Salesman's Wife

Like the rest of us, human, she longed for the comforts of a real home—in which she would not have to spend the major portion of her time alone. It was a very unsatisfactory business indeed—this one of being the wife of a traveling salesman, she reasoned.

Like all of the unpleasant things that happen, those three days ended, too. The fourth brought a letter from her husband, stating that she might look for him over the week-end. He would get in late Saturday night and leave directly after dinner on Sunday—but at least they would have a few hours together.

The reason, it developed in the course of their week-end conversation, for the scarcity of his letters, had been the fact that his week had been spent in unusually unproductive territory. Business was very bad in the section of the country he'd visited. Strikes and inclement weather had, first, thrown a very large number of people out of employment and second, affected the crops so as to limit greatly the population's buying power. Hence, it was very difficult to sell his merchandise, that was looked upon as a semi-luxury.

The man in the story is not vastly different from many another of his type.

His wife had been a business woman and successful to a limited degree in her particular field, until marriage took her from it. This, because her husband did not believe that his wife ought to work. He failed to consider her side of the story—to realize that anyone trained to the efficiency of an office—to do things the best way in the least time could sit idly by, with nothing to do—and make

life a worth-while thing for herself or anyone else.

During this week-end, this question and many another came up.

Single, with average ability, or perhaps a little more, the woman said, she had always found it possible to earn a fair salary. On this she supported herself comfortably.

Since her marriage, which occurred about two years ago, business had "gone to the dogs" according to the very generally-used expression, and any one working on a drawing account against commission found some difficulty in supplying all the needs of two people from an amount that had formerly taken care, and left something to spare, for one.

Out on the road, with no one else's needs to consider, one wasn't so likely to worry, and let a bad case of "blues" undermine one's ability. But when the thought of home, comfort—a soft cushion, shaded lights, a right-size footstool well-placed, and a book or magazine that one could thoroughly enjoy in another's society, tortured one, it wasn't so easy for the man to put the best foot forward.

A night that was partially, if not entirely sleepless, did not make for a day that followed, of successful selling, and so conditions that were none too good because of the general trend of business might become almost unbearable.

The woman in the story cited the three days of illness when no word had come—and she knew of no place to which to send a letter or wire, to receive a word of reassurance and cheer, in those unforgettable seventy-two hours.

She Had Been a Business Woman

She knew that the writing of long letters at the end of a day in which he had worked hard was undoubtedly a tedious proposition. But, she asked him, had he ever considered that she might give him valuable assistance? Had she not worked, a woman in a man's job, among men, and learned much that might throw light on a number of subjects that perplexed him? Heretofore, he had stubbornly insisted that home was the place for her, and business his realm.

Like the gallant knight of old, therefore, he fought his battles alone. Like the Galahad of King Arthur's court, he sought to win his lady's favor, trying always to be kind, to play fair, to win on merit alone, and then come back to receive the reward he, unaided, had earned.

Galahads of today are not likely to be our most successful business men. Courtesy in business is essential, but back of the thoroughly successful man is the

woman who keeps up his morale in the face of defeat and lends the helping hand. Often it goes by unnoticed, but nevertheless is always present.

Were we to review at great length the biographies and autobiographies of a large number of successful men in varied lines of business and the professions, not only during the last two or three generations, during which economic conditions have robbed us of some of the old-time romance, but through the ages, we would find that they had been inspired, and in some cases even credited some one woman with having made it possible for him to achieve what few men, unaided, could do.

The inspiration to do, someone has said, is at least one-third of the battle won.

The woman here reminded the man of these things, but even now he was sure that his business was not of the kind in which she could assist. Argument proved futile.

None of us likes to have his attempts to assist another, particularly the one who means most to him, unkindly cast aside, without even a good reason for doing so. Therefore she used other tactics.

She Proposed to Go On the Road

She wondered, she said, if he had considered how very unhappy she was, alone in a place whose empty walls fairly resounded. He alone did not suffer for his failure to make sales and increase his commissions. She found it necessary to deprive herself of many things that her own salary would have covered for her—and how many men like to hear that?

From her viewpoint, as well as his own, his earnings were not commensurate with his ability, either, but that was a question that had been taken up with the home office and settled with the sales manager. There had been a wordy discussion by mail that had left no doubt in the mind of either man or manager, as to the other's attitude.

It was a long wait, sometimes, too, for the receipt of his home expense check, and on several occasions, they had found themselves in rather straightened circumstances, which did not make for greater happiness or increased efficiency in selling.

We have said before that the spare moments of thought in the course of those three days had not been wasted. She made this suggestion to her husband.

Instead of facing five, six or seven days a week, empty walls to which no sound reverberated save that of a graphophone, she proposed that they sublet

furnished, this new apartment of theirs, and on the rental and the furniture make a profit to cover the expenses of her proposed plan.

To the man the idea, in the embryo, was not entirely clear, but as thought after thought unfolded itself, he began to work up real enthusiasm over the plan. He was willing to try the experiment as suggested, for three months. It would be like another honeymoon to him—to drive with his wife a good part of every business day; to leave her in the car while he saw his customers, leave her when it was necessary for a day or two, but to be with her to drive from one town to another on his route. Instead of

having a car that continued to eat up garage rent, without paying for itself in usefulness to both of them, there was the happy thought that she would be with him in it—and at the end of the day to talk over the happenings of that one and plan for the one to follow.

Perhaps business conditions did improve a bit. That might account for some difference in the volume of sales the man found in his territory. Business conditions alone, were not responsible, however, for the increased number of orders that went nightly into the home office from this man.

The sales manager wondered at the end of a week or two, and continued to

think about it when the same volume continued for another two weeks and more. Then he decided to inquire the reason.

Reference to statistics were not of very much assistance. According to the charts there was no particular occasion for any unusually loud "Glory Hallelujahs." So, he wrote to this man, to find out the why and wherefore of it all.

What he said in that letter set the sales manager to thinking of just what such assistance might mean to other men in the organization, were they and their wives placed in like positions.

The organization whose sales force he heads is a large one, and it isn't dead, by any matter of means. He figured that what could be accomplished by one man, with such a wide-awake wife, need prove no exception to a rule.

The Sales Manager Was Converted

For the first time since he took the job of general sales manager, he willingly wrote a lengthy article for the company's house organ, ten days before it went to press. He cited the case of the Middle-West man, and suggested that those who could might follow suit. He volunteered, in that article, to use his efforts with the directorate of the corporation, to make it possible for every man on the force who wanted to, and could not afford outright, to buy a cheap car that would give the necessary service. In the course of a few months, seven or eight of his men worked on that suggestion.

That was a little while ago, and the results shown have more than repaid the company for the loans they made, and the salesmen for their original investments.

Society of Sales Executives Elects Abbott

The problem of arriving at some definite mode of procedure in determining selling prices was given careful consideration at the meeting of the American Society of Sales Executives which was held at Lakewood, N. J., October 2nd to 4th.

Another subject that engaged the attention of the conference was the effect of standard advertised price on the sale of merchandise, and what could be done by a manufacturer under existing conditions to maintain prices. Complaint was made over the tendency of retail distributors to maintain prices in spite of reductions by the wholesaler, and several plans were advanced to force the retailer's hand.

With two exceptions every member of the Society attended the Lakewood meeting. C. F. Abbott, until recently with the National Aniline and Chemical Company, was selected chairman of the executive committee for the coming year, succeeding L. C. Rockhill, sales director of The Goodyear Tire and Rubber Company. C. K. Woodbridge, sales manager for The Dictaphone Company, was elected secretary and M. L. Havey, vice-president of The Celluloid Company becomes treasurer. Other members making up the executive committee are H. W. Hoover, Fowler Manning, G. W. Hopkins, and L. C. Rockhill.



There's no Job for the Jobber in many Fields

Jobbers come in for a lot of discussion every little while—so it's interesting to see how many lines of business get along without any jobbing problem.

BUT they have other problems, those fields where there are no jobbers, where goods are sold through distributors, or direct to dealers, or to a small market of ultimate consumers.

Each of these distributive systems is covered, concisely and yet fairly completely, in the book **PROMOTING SALES**.

☞ We'd like to get this book into your hands if you are a responsible executive of an established business.

☞ If you are interested in increasing your sales, you'll be glad to get it.

☞ Your request, written on your business letterhead, will start the book your way at once.

[Please mention Sales Management]

The Corday & Gross Co.
Cleveland
Effective Direct Advertising

The Buyer Who Knows All About Your Proposition—Or Thinks He Does

By Eugene Whitmore

In calling on new trade, or in selling an article to one time buyers, the chap who informs you that he knows all about what you are selling, so there is no need of your going into the matter, is a real obstacle. A salesman of small experience is almost sure to accept the verdict without question. But there is a way around this objection, as there is every objection in selling, for the salesman who won't take "No" for an answer.

"NO, you don't know all about our register already, because if you did I am sure that you would have one. I am going to demonstrate it to you."

"If you can get away with it, and you can with a certain type of prospect, that is one of the best plans I have found for getting around the fellow who assures you that he knows all about your proposition already because he has been called on by some other salesman for your company," says J. B. Ennis, who travels southern Iowa, for the McCaskey Register Company.

"I find many merchants get away with that old alibi year in and year out. It seems to be a favorite one," continues Mr. Ennis. "Why we have discontinued making wooden registers for a long time, yet almost every day I meet men who have never seen our fireproof register simply because our men have been letting them get away with the statement that they have considered our proposition, and have found it unsuited to their needs."

When Ignorance Is Not Bliss

"Did you know that we don't make any more of those wooden registers—all our registers are absolutely fireproof now," is another opening statement that often makes the prospect forget about his intention to stall me off with the old alibi that he knows all about our proposition. If that doesn't interest him I try another line of thought—anything to make him forget that he has considered McCaskey Registers."

Another salesman for an equipment concern tells me that he has encountered considerable grief in trying to show his proposition to prospects who think they know all about it because another salesman has previously called on them. He says that it is appalling to learn what distorted ideas some prospects have of his line. "When I meet one of these fellows I have found it best to just let him get all his objections off his chest. Usually they have the wrong idea entirely, and as soon as I know why they are prejudiced against my line I find it more or less easy to straighten them out. Often a competitive salesman will have, intentionally or not, given them the wrong impression of our line—he may have told them that it is too high priced, or that we don't give prompt service on repairs, or that our machines are inaccurate. By keeping my own mouth shut until he has unburdened himself I can usually put my

finger on the trouble and clear up his mind about our line, thus paving the way for a real demonstration that will eventually get the order."

"I recently ran into a customer who had an old Bowser pump," says C. N. Darling, a salesman for S. F. Bowser & Company, who has been breaking records around Chicago recently, "he needed another but when I asked him for the order he said that he had decided that he would not pay the Bowser price. Someone had been planting that idea in his mind—that our prices were too high. The whole deal seemed to hinge on getting the high price idea out of his mind."

"His old tank, which he had had for many years was all dirty, and oil soaked. It apparently had not been cleaned for some time. I helped him clean it up, and make it look more presentable. After it looked more like new I decided to make one last attempt to prove to him that our paint oil systems were worth every dollar we asked for them. So I had him measure off a pint, half gallon, and gallon, from the old machine. Then I asked him to check it carefully with a measure he knew to be correct. We found our machine absolutely accurate. There was not the slightest variance. That little demonstration got the order. He had no leg left to stand on. He couldn't complain about the price. I had proved to him that it was worth all we asked for it."

He Enjoyed Pleading Poverty

J. B. Ennis, who is quoted elsewhere, told me of an experience he had last spring in a southern Iowa town, which shows how easy it is to handle the man who has already made up his mind, if we will but simply go at him in the right humor, and not try to argue, or dispute him. Ennis had called on an implement dealer who had been pretty hard hit during the past two years. At least he thought he had been treated badly by the world in general. He had gotten to the point where he actually pitied himself.

On the first call this prospect pleaded abject poverty. He said that he might be interested sometime in the spring of 1922. Ennis returned this spring, only to be told that he would probably be interested in a credit file about January, 1923. That was too far off to suit Ennis, so he made the most convincing canvass and demonstration that he could put up. But still there was that plea of poverty. The merchant simply could not be aroused to the buying point. Ennis exhausted his

complete line of selling logic on this fellow without success.

After he had given up Ennis stepped into a nearby restaurant for a light lunch. While he was sitting there on one of the high stools the implement dealer came in, threw down a dime and asked for a cigar, saying,

"Huh! fat chance that McCaskey man would have of selling me a register, why here's my last thin dime."

Ennis said that something told him that this merchant had grown so used to talking poverty that he had almost gotten himself into the frame of mind that he actually believed himself to be broke. All of a sudden Ennis got an idea to try an entirely different line of attack. Leaving his lunch and walking up to the front of the little restaurant where the prospect was kidding the waitress Ennis picked up a check book that happened to be lying on the counter.

Making the Price Seem Small

"Say listen, I am willing to gamble on your poverty stricken condition. I'll write out a check for a McCaskey. If you're game enough to sign it, I'm game enough to get it cashed." With that Ennis wrote out a check for \$285 the price of the machine.

Something caught the merchant's fancy. He entered into the spirit of banter and signed the check with a flourish. Ennis had no trouble in getting it cashed. The same merchant could have signed a check for many times \$285.

There may or may not be a moral to the above story. At any rate it is true, and goes to show that there is no need of permitting a prospect to plead that he is just ready to start over the hill to the poorhouse. A salesman for the S. F. Bowser Company recently stayed with a prospect all afternoon, and until after nine o'clock that night. Finally he got a check for the down payment for an installation of oil handling equipment. The merchant's sole objection was that he didn't have the money. The next day when the salesman visited the bank to get the check certified the cashier certified the check without even taking the trouble to look up the account.

When the salesman commented on this the banker told him that this particular merchant was in better financial shape than almost any man in town. His account was one of the most highly prized of all the bank's customers.

William Becker, a district manager for

the McCaskey Register Company, has a plan of making the investment look small compared with what it will do. Often the sale will progress to the point of stating the price. The price scares the prospect and he is all ready with some sort of alibi. To get the prospect's mind away from the matter of price—to forestall the fellow who says that he already knows the price and that it is more than he wants to pay—here is Becker's plan:

"I size up a customer's business, and say, 'By the way, Mr. Doe, your sales run about three thousand dollars a month don't they?' (I always make this less than I think he sells, so as to give him an opportunity to raise my figure.)

"Oh more than that—why I do five thousand a month."

"Well that's better—now that is sixty thousand dollars a year. In ten years that will be six hundred thousand dollars. Over half a million. Now this register will last twenty years, but let us consider that it will only be good for but ten years.

"I am only asking for \$285—\$28.50 per year—to protect more than half a million dollars. But even after you have used the register ten years you will be

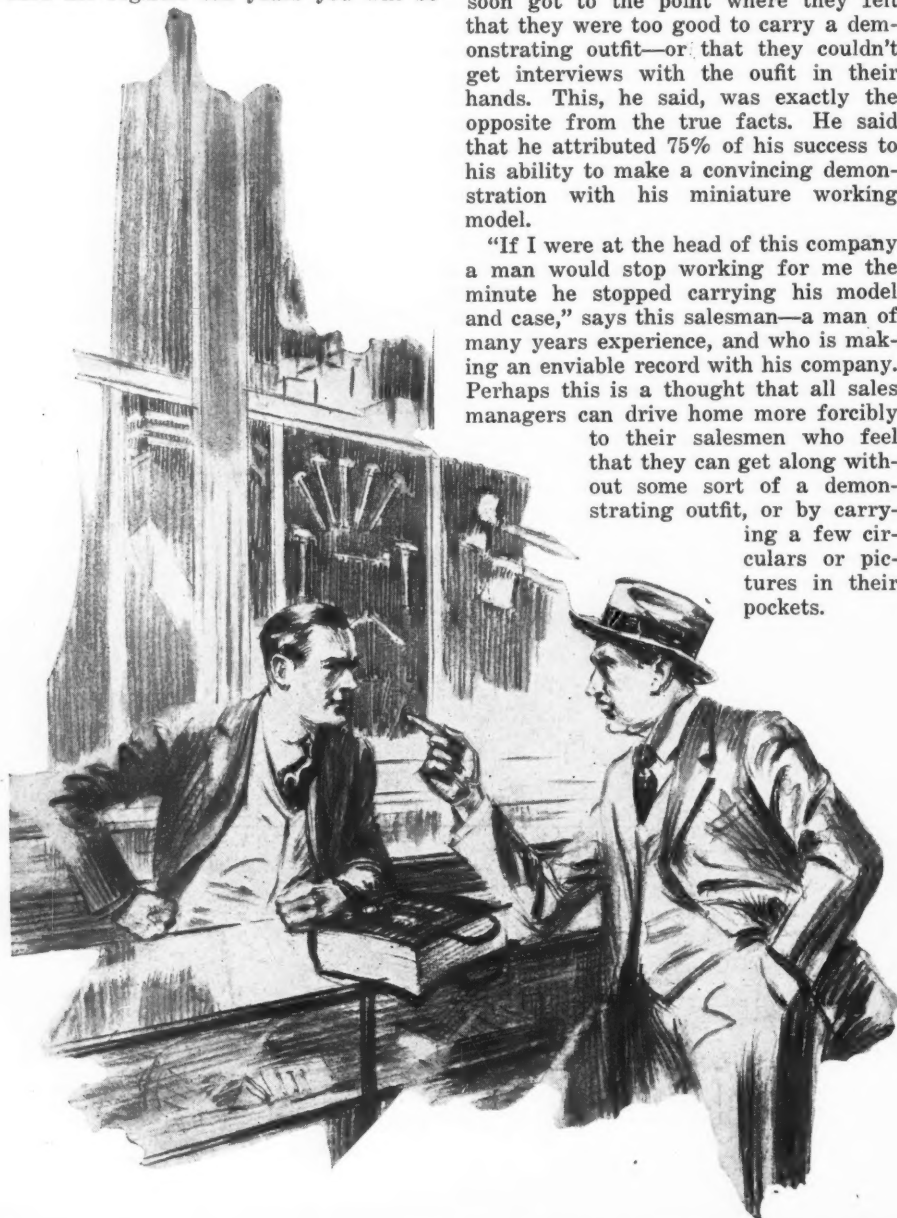
able to sell it for at least one hundred dollars. Really you are only being asked for but \$18.50 a year to protect six hundred thousand dollars.

"I have already shown him how he is losing more than this amount through errors in his charge accounts, and his mind is off the total cost of the equipment I am trying to sell him. Then it is often an easy matter to close up, by making out the contract and telling him of our terms."

In gathering material for this article the writer called on nearly a dozen sales executives and salesman. Without exception all urged the necessity of carrying samples, or having something to demonstrate—something to lay in front of the buyer that he can see. One of the crack men in the Bowser Chicago organization said that if he were going to sell the president of the United States that he would carry his sample case, and that if he felt a little shaky about carrying the case he would carry the demonstrating model under one arm and the case under the other.

This same salesman said that nearly half of the salesmen for this company soon got to the point where they felt that they were too good to carry a demonstrating outfit—or that they couldn't get interviews with the outfit in their hands. This, he said, was exactly the opposite from the true facts. He said that he attributed 75% of his success to his ability to make a convincing demonstration with his miniature working model.

"If I were at the head of this company a man would stop working for me the minute he stopped carrying his model and case," says this salesman—a man of many years experience, and who is making an enviable record with his company. Perhaps this is a thought that all sales managers can drive home more forcibly to their salesmen who feel that they can get along without some sort of a demonstrating outfit, or by carrying a few circulars or pictures in their pockets.



Columbus Sales Managers Book Famous Speakers

The Columbus Sales Managers' Club held its first meeting Friday night, October seventh, which was attended by more than two hundred executives and sales managers.

The Columbus Club has planned a series of lectures that will be held throughout the fall and winter, one each month. Among the lecturers are Saunders Norvell, Chairman of the Board, McKesson and Robbins; Ralph Starr Butler, Advertising Manager, U. S. Rubber Company; and other equally well known sales executives.

The next meeting will be held on November 10, when Saunders Norvell will speak on "Training Salesmen." Mr. Norvell's long experience with salesmen, as salesman, sales manager, president and chairman of the board of three of the largest concerns in their lines in the world, enables him to make a talk that bristles with helpful ideas, and abounds in genuine humor.

Elsewhere in this issue news from the St. Louis Sales Managers' Bureau is printed. The added interest in sales managers' clubs from various parts of the country indicates a growing tendency of sales managers to get together and exchange plans and ideas that are mutually helpful.

Jobbers Find Traveling Expenses At War Peaks

At the Merchandising Conference of Hardware Jobbers held in Chicago the last of September, under the auspices of the Dartnell Corporation, it was brought out that only two firms out of all those represented at the conference had been able to bring about any material decrease in traveling expenses.

One jobber in St. Louis and another in Atchison, Kansas, stated that they had been able to pare the expense allowances of their salesmen about five dollars per week. Other jobbers present were unable to notice any decrease in expenses of their salesmen.

It was agreed that the jobbers present at this conference should start a movement to bring about a national advertising campaign in behalf of the hardware stores—particularly with the idea of making the hardware store the most popular store for "Gifts of Utility." This is a slogan now being introduced into the hardware trade, and it is the desire of the jobbers to help the dealers cash in on it to the utmost. With this view in mind plans are now being considered for a national co-operative advertising and selling campaign during 1923, as suggested by The Dartnell Corporation, which presented sketches and tentative plans for the advertising of the hardware store as gift headquarters.

The conditions of conquest are always easy. We have but to toil awhile, endure awhile, believe always, and never turn back.—Simms.

Could *you* increase sales by concentrating on one brand?

One large baking company—operating in six of the largest cities of New England—but selling different brands of bread in each city. This was the Massachusetts Baking Company five months ago.

Along what lines could increased sales be obtained.

Conservatism suggested holding to the business on the existing brands. But to spread sales efforts thin over a variety of different brands and kinds of bread, could never produce much of an impression on either housewives or dealers. One brand, on the other hand, sold and advertised in the six cities, would build up throughout the whole territory a new interest on the part of users and a new respect among dealers.

And so the White Rose Master Loaf was developed—a loaf combining characteristics which study showed were the most desired characteristics of all loaves.

An advertising campaign based on a new analysis of the market was then released in the six territories.

All this was four months ago.

Today the new White Rose Master Loaf comprises 65% of the entire business and is the leading brand in the best stores in each of the six territories—used regularly in 120,000 homes. The total business of the Massachusetts Baking Company has already increased 15%.

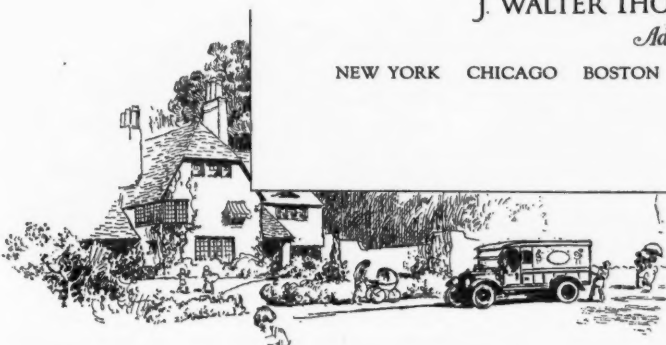
Perhaps you are pushing a line of several products when you should be concentrating on one. Or it may be 800 to be reduced to 8. Standardization in many cases means not only manufacturing economy, but a simplification and unity of the selling story which bring increased volume.

Whether your chief problem be this or some other in the field of marketing, selling, and advertising, we shall be glad to discuss its solution with you and with the members of your organization.



J. WALTER THOMPSON COMPANY
Advertising

NEW YORK CHICAGO BOSTON CINCINNATI CLEVELAND LONDON



Tom Wye Gets Simultaneous Store Window Displays

LARGE space, double spreads, and color pages in national mediums, a ten week newspaper campaign in forty-one cities, a vigorous direct-mail campaign, coupled up with a unique plan for getting dealer co-operation, plus intensive selling on the part of distributors in various jobbing centers, is the fall sales program for Tom Wye, Inc., manufacturer of Tom Wye Knit Jackets.

While rather early to check results carefully, the campaign is already bearing fruit in the form of increased sales, and a big increase in mail sales to dealers. Many sales managers have confessed that their first grey hairs could be traced to worry over ways and means of induc-

ing dealers to dovetail their efforts with an advertising campaign, the efficiency of which could be multiplied by the proper dealer co-operation. The Tom Wye folks seem to have made use of a very simple plan that is proving unusually effective.

Last August a direct mail broadside was mailed out announcing that during the week of October ninth large space advertising, and full pages in some instances, would be used in newspapers in forty-one cities to urge consumers to look in the windows for Tom Wye jackets. A reproduction of the advertisement was included in the broadside, and a post-card order form enclosed.

The advertisement was designed to get

dealers co-operation, as well as the interest of the buying public. In part it reads as follows:

"LOOK IN THE WINDOWS TODAY—

Man you are busy—you have no time to go shopping. You read about Tom Wye Jackets, and if we could pin a jacket to every advertisement you would be glad to look at it. The very man who would like a Tom Wye is the one who is least likely to take the time to look for it.

"Today and for a few days, every store in town which has Tom Wye Knit Jackets is going to display them in the window. That makes it easy for every man to see them."

The name of the distributor in charge of the territory in which the dealers are located is printed on the broadside and all order-blanks addressed to this distributor. The Chicago distributors, J. E. Watte Company, have a comparatively small territory in parts of three states surrounding Chicago. They have put in intensive selling effort to get a small assortment of Tom Wye jackets in every suitable store.

"We approached the dealer with a more or less new line of thought," says M. S. Fiss, Sales and Advertising Manager of the Watte Company, who are exclusive distributors for the Chicago district. We have urged them to buy in small quantities, and get a quick turn, yet we have taken pains to see that they buy a full range of sizes and colors. We have endeavored to sell sizes and colors, rather than large quantities. The policy of the Tom Wye people is to have available, at convenient centers, ample stocks for quick shipments. By going to the dealers with the story of our advertising, and then talking to them about small stocks and quick turns, we have been able to sell many dealers who would have otherwise passed up this proposition. Last summer we brought in all our salesmen and instructed them to make towns they had heretofore been passing up—they are out visiting small towns that would have been overlooked in the ordinary course of business. We have reduced the size of our salesmen's territories so that they can cover each territory thoroughly."

Dealers all over Chicago responded to the newspaper advertising by displaying Tom Wye Jackets in their windows during the week of October ninth, and, as far as can be judged this early in the season, the advertising is proving very successful. Perhaps this is in part due to the plan of distribution followed out by the Tom Wye people, who do not sell to the regular jobbing trade. They appoint an exclusive distributor in certain jobbing centers. These distributors all buy and sell at exactly the same prices, and control a specified territory. Each distributor carries an ample stock, so that orders may be filled quickly for all dealers in their territory.

This plan has enabled the salesmen to interest the dealer in selling Tom Wye jackets on the basis that he need not carry a large stock over a period of several months. It has also enabled them to extend the selling season, because they can push the jackets ten months a year.

A REWARDING MARKET FOR EFFORT NOW



*Fight for
business
where
there's
a chance
of winning*

THE Indianapolis Radius is one of the country's great markets that today is busy and buying. Let the commercial agencies give you the facts on failures, unemployment, bank clearings and retail sales for this territory. They show a high relative prosperity and mark the spot for aggressive, intensive selling.



The Indianapolis Radius is compact. Salesmen can cover it quickly and economically. And The Indianapolis News makes a multiplicity of media unnecessary—it requires no assistance in its field.

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
The Tower Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Making New York Buy

Sales Managers Who Have Successfully Broken Into the New York Market Tell Dartnell Investigator What Experience Has Taught Them

By Merrill V. Reed

NEW York—a bitter, hard market! A grave yard of good products! A sink hole for endless streams of advertising and sales funds!

New York—a critical, discriminating market! Quick to recognize merit and permanence! Yielding to the touch of skilled advertising and selling methods, the richest harvest in the world.

Take your choice. For it is largely a matter of how you choose to take New York that determines your opinion, and, if seeking admission to this market, your fate.

The very size of the metropolitan market of New York City, which includes the trading area within a radius of 50 miles, has served as a damper on many excellent campaigns. While to others, the great concentration of population in this comparatively small area of 7,854 square miles has served as an inspiration. To cover as many outlets in, say, the drug field as are found in this territory, one would have to expand over 266,935 square miles, an area equivalent to the states of Vermont, Florida, Washington, Wisconsin, Minnesota. Or, take the food products. There are approximately 18,300 outlets in Metropolitan New York for a food of real merit; to get this same distribution elsewhere, imagine a concentrated sales campaign in the states of Delaware, New Hampshire, Oregon, Kansas, Nebraska and Iowa!

And the fact of the matter is, as proven by the firms who have come into New York and remained in this market year after year, that it is not the impossible market many manufacturers have come to think it. It cannot be taken with the same amount of effort that puts a campaign across in Buffalo, or Kansas City, or Indianapolis. In actual population it exceeds the combined census of these great cities, and twenty-five more in different parts of the country. In purchasing power, this is a market which exceeds the four middle Western states of Missouri, Iowa, Indiana and Ohio.

In other words, it is a market which should not be compared with any other

single city market in the country. It must be taken on its own merits, and should not be lumped with any other territorial or national campaign. This is the judgment of sales managers and advertising men of long experience in New York marketing problems. Because a manufacturer spent \$10,000 in a campaign directed at St. Louis, it is not necessary to spend 12½ times that much to

doubled for this territory, when a ratio of three or four times would more nearly hit the mark.

More concretely, a sales campaign directed at the 17,000 grocers in New York and suburbs could be put on with a force of 12 to 15 men in six weeks time. This canvass would cost approximately \$3500. Newspaper advertising, reprints and advertising folders, signs, samples, window displays, billboard space could be multiplied considerably. But an advertising appropriation of \$45,000 at the outside should suffice for the first year. Rightly handled, this amount should find the product moving steadily and New Yorkers calling for it throughout the entire territory. It is not advisable to put a new food product on this market, unsupported by adequate publicity.

In thinking of the New York market, have you visualized the importance of the group of suburban cities that enter largely upon the buying power of the territory? There are 8,960,000 persons in Metropolitan New York—the fifty mile trading radius. Of these 5,620,048 live in the five boroughs of the city proper; and 3,339,952 live in the suburban territory. 37.3% live outside of the portion which most people consider as New York. In these suburban cities there are

5 cities with more than 100,000 population each, (Yonkers, N. Y. Bridgeport, Conn.; Newark, Jersey City and Paterson, N. J.) with an aggregate population greater than Detroit.

19 cities between 25,000 and 100,000, with an aggregate population larger than that of Cleveland, the fourth city in the country.

24 cities between 10,000 and 25,000, with an aggregate population larger than that of Kansas City, Mo.

54 cities, towns and villages between 5,000 and 10,000.

population.

76 localities with populations of from 2500 to 5,000.

The statistics of New York are fascinating. They go further than mere population, and emphasize the eccentricities of the city. Merchandising maps show



"As Fifth Avenue buys, so buys the Nation," is a trite parody on a well known political maxim. New York is a mecca for out-of-town merchants who parade the "Avenue" looking for the very latest in fashions and fancies

get a reasonable distribution in Metropolitan New York. The very concentration of population, insuring ease of distribution and number of outlets, makes for economies in reaching New York's consumers. And the fault is rather that too frequently the appropriation is merely

Wm. M. Meek Awarded Prize for the Best Solution to the Problem in September Issue

Nearly fifty sales executives submitted solutions to the problem of the electrical specialty manufacturer who was faced with the problem of selling his product at too small a profit in order to meet the competition of similar products which were nationally advertised.

The prize was awarded by the manufacturer to Wm. M. Meek, president, Dominion Asbestos and Rubber Corporation, New York. Mr. Meek's plan is now being put into operation by this manufacturer.

The second best plan was submitted by E. C. Camp, 838 W. Congress Street, Chicago; the third best by Henry Dumont, sales manager, Pacific Coast Borax Co., Chicago; and the fourth best by D. W. Thornleigh, assistant sales manager of the Wasmuth-Endicott Company, Andrews, Ind.

Prize winners for October will be announced next month.

large areas populated almost exclusively by foreign or colored people. For the city has more foreign born residents than any other city in the world. It has more Russians than Warsaw, more Italians than Naples, and more foreigners than the total population of Chicago, Detroit and Boston combined, according to the New York 1920 Census.

Selling "Little Italy"

This foreign population must be taken into consideration by any sales manager. Salesmen who know their respective races and can sell to them can be secured on the ground. The use of foreign language newspapers is resorted to in campaigns which include these areas. And a detailed knowledge of these sections and their importance is essential to any campaign, whether it goes to them or not, else much time will be lost in covering the city properly. Many salesmen with excellent records in the class of trade they have become familiar with in this city have made pitiful failures when shouldered with the task of selling the same product in a territory just two or three squares away—but in reality as far as from Boston to Moscow.

The spectacle of Little Italy rubbing elbows with exclusive Fifth Avenue is common to New York visitors, and this condition exists in a great many other places in Manhattan, the Bronx, the great negro section of Harlem, and Long Island with its scattered sections of Russians, Scandinavians, Jews, and many other nationalities.

New York no longer makes trips with the frequency of former years to a single shopping center. Instead, all merchandisers here recognize that a number of definite buying centers have sprung up throughout the five boroughs. Using these buying centers as high points, a manufacturer can choose the sections of the city where his campaign is to be concentrated; or work all the high spots in a quick canvass leaving the balance of the dealers for follow up; or accurately

and systematically cover the entire field. In fact, it is safe to say that that is the only way in which a campaign will succeed in New York today, on a product that has a general distribution. Areas of high rent values, of specialized industry, help the manufacturer with a more limited product to go direct to his market without waste motion.

Does the New York market differ from others, essentially, then? Yes—in the decidedly frosty attitude of the dealers toward new products. When you enter this market, it must be with an open mind so far as your convictions on handling dealers are concerned. Of a number of sales managers whom I have questioned, all agreed upon this point. Some said it was necessary to prove the demand for your product before the dealers would put in a stock. Others had been successful in getting distribution before the advertising started, but only by showing the dealers that they were in the market to stay.

Getting Windows on Broadway

It is a condition that can be met—has been met by every one of the concerns that have successfully entered the market. And in most cases, these concerns have proved the success of their product in other markets before tackling New York. Then after creating sufficient production to satisfy the demand of an eight-million-person market, followed a very complete advertising and sales campaign to the finish.

Throughout the central west, and especially in the Chicago territory, Enoz Chemical Company products are well established—so well that a small demand was created right here in New York by families moving in and asking for the insecticides they had used in their former homes. When a campaign was commenced in New York, then, in the spring of 1922, the distribution of Enoz products was quite general, the policy of the company in its relations with jobbers was well developed, the product was slightly

known to local jobbers and a few dealers.

Telling of the introductory work, which followed a careful analysis and mapping of the city with particular regard to the best residential districts, Mr. J. M. Dewitt, at present in charge of sales, emphasized the importance of an adequate advertising campaign to back up the sales force.

"The greatest difficulty we had to overcome was the opposition of the dealers to taking on new articles. I have found that same condition elsewhere, but never so critical as here. A great many dealers had a set policy of never putting in a stock until a steady demand appeared. We were able to make a start by lining up a number of dealers, however, through the proposed advertising campaign, and getting their confidence in the house.

"When the campaign started, we tackled the window display problem, and found, as has probably every other concern coming into this market, that we were up against a difficult situation. It had always been the policy of the company to pay no money for window display space. Along Broadway, in the best locations, we found it the invariable rule to make a regular charge of from \$5.00 to what the traffic would bear for the space. By hard work we were able to convince a number of them that they made their money out of the turnover of the stock, not out of renting windows. All this was a matter of personal contact, but we secured a representative showing of windows. Any manufacturer coming into this market should settle his window display appropriation—to be or not to be—right at the start. If his product is right, with adequate advertising, he should be able to get space through straight salesmanship.

Specialized Campaigns Do Good Work

"One of our hardest sales problems was that of getting our proposition before the Jewish dealers. Sales methods that work successfully with practically all other dealers simply will not make a dent in the armour of indifference with which they fortify themselves. Since such a large number of dealers are Jewish, we had to revise our methods early in the game.

"Just one more point. We found that it was not always safe to base our sales efforts on maps, even the most accurate. For instance, this map quite accurately rates lower Manhattan from Canal Street to the Battery as poor, from the residential standpoint. It is the financial and shipping center of the city. Since our product is sold to housewives, we passed the entire section by at the start of the campaign, until fortunately we discovered that a number of requests for Enoz had been made to the drug stores in this section, evidently in response to our advertising. In selling these dealers we discovered the reason for this demand. These stores really do a big business catering to the men and women who spend their working days here, but make their household purchases on the way to the nearest subway stations in the evening."

(Continued on page 96)

paign. Unless the department is so organized that its executives know their market intimately, have a full experience of previous campaigns; unless the personnel is numerous enough and well enough known to the trade, it is without power or flexibility. It becomes merely the tag end of an advertising solicitation, instead of being, as it should be, a definite and practical auxiliary to the manufacturer's own sales department.

The Merchandising Service Department of the NEW YORK EVENING JOURNAL is successful because it has this training and flexibility, is the biggest in the country, and because back of it is the tremendous selling power of the largest daily circulation in America.

To evidence this flexibility: Sunsweet Prunes, in their sensational campaign, wanted 30,000 posters put up practically over night. They were put up. Paris Garters for three years have needed only periodical co-operation. They get it. Lea & Perrins Sauce seek dealer stimulation. They get it through Grocery Trade News. Simmons Beds wanted a number of special window displays. They got them. Gulden's Mustard used accurately routed lists—and dug up 50 new leads in one district alone. Tetley's Tea needed new dealers—1,375 were secured through JOURNAL co-operation. Maxwell House Coffee, a new coffee in a new market, secured 7,000 accounts. That's flexibility.

Figures of actual work performed, show power and indicate the background of an experience that can be depended on for information that will help manufacturers conquer New York.

Here are some of them:

480,349 personal calls on retailers by JOURNAL fieldmen.

214,349 pieces of window display distributed by JOURNAL men.

69,236 trade investigation calls to ascertain market conditions.

440 market surveys made to assist agencies and sales managers.

773,000 trade papers circulated—5 great trade papers—8 and 10 pages sent free to retailers in every line—

Grocery—Drug—Men & Women's Wear—Automotive and Household Trade News.

Some National Advertisers Who Use Journal Merchandising Service

Babbitt's Soap	Ancre Cheese
Borden's Milk	Revelation Tooth Powder
Gillette Razors	Pepsodent
Lea & Perrins	Fashionette Hairnets
Maxwell House Coffee	US Rubber Heels
Sealpax Underwear	Hennafoam
Simmons Beds	Airline Honey
Tetley's Tea	Kellogg's
Tintex	Hecker's
Wearever Aluminum	Hygienol Powder Puffs
Post Toasties	Paris Garters
Lux	American Radiator
Rinso	H & H Honey
Gulden's Mustard	Pyrex Nursing Bottles
Van Camp	

Special Data On New York

Copies of two booklets
on successful campaigns

"What Eleven Manufacturers Did in New York"

"What Ten More Manufacturers Did In New York"

Sent free on request. Write on your letterhead to

Promotion Department
NEW YORK EVENING JOURNAL
2 Columbus Circle, New York City

Fieldmen of the New York Evening Journal's Merchandising Service



NEW YORK EVENING JOURNAL

—and at 3c a copy

Are You a Better Man Than You Seem to Be?

MOST men are—and why? Because we don't sell ourselves effectively enough. How can we learn?

There are three things a salesman or a sales executive must sell: First, himself; second, his ideas; and, third, the thing or service which embodies his ideas.

That's quite true, isn't it? And hasn't every other man the same problem, if he wants to attain big things? Executive or professional man—clerk or clergyman—haven't they all the problem of selling themselves?

If you seriously desire to improve yourself and your earning capacity, you must know yourself. That is why William Maxwell's method of teaching high grade salesmanship teaches you first to understand yourself and then to sell yourself.

Find Out—FREE

MR. Maxwell has devised a Self-Analysis Chart which helps you to estimate your own ability, and which will suggest just where and how you can improve your result-getting capacity.

The chart is free! With it you will get a copy of Mr. Maxwell's booklet, "How to Sell Yourself." Just write your name and address in the coupon below and send it in. There is no charge and no obligation.

Special Notice to Employers

Without charge to anyone, we are glad to place responsible employers in touch with salesmen and sales executives who have demonstrated their intelligence, industry and powers of application. This service is not available to employers whose financial responsibility is doubtful, nor to those engaged in questionable enterprises.

William Maxwell Institute,
397 Second Nat. Bank Bldg.,
Orange, N. J., U. S. A.

Please send me without charge or obligation your Self-Analysis Chart and the booklet, "How to Sell Yourself."

(Name)

(Street and No.)

(City and State)

Making New York Buy

(Continued from page 92)

The small package food product requires publicity that prompts consumer interest in New York, regardless of how successful sales work alone may be in other markets. A recent demonstration of this was the two-year effort of P. E. Sharpless and Company, of Philadelphia, to sell Ancre Cheese, unsupported by advertising. New York jobbers co-operated with the local sales force when in 1919 they introduced the product on the market. But dealers are skeptical. In two years, less than 5% distribution had been secured. Changing their policy, in 1921 the company commenced an advertising campaign using small newspaper space, but with an active campaign directed at the grocers in the trade news, together with window displays and signs. It took almost another year to complete this campaign of education, but at the end of that time, a 60% distribution proved the necessity for reaching Gothamites with advertised products.

Teamwork put the Duofold fountain pen, newest product of the Parker Pen Company of Janesville, Wisconsin, on the New York market. Teamwork between the advertising and selling campaign. Teamwork of the Parker dealers, who undertook to prove the salability of this new pen before any advertising had been done to blaze the way.

Before bringing the Duofold pen to New York, the Parker Company had thoroughly tested out several other key markets. Then the established Parker dealers and a select list of new accounts were introduced to the pen. Its market, as everybody knows, was quiet at best in 1921. A fountain pen was a fountain pen, with one or another type of filling device and for the most part a somber, matter-of-fact writing tool. This brilliant hued pen challenged the fancy of the dealers—as it did that of the man on the street. Before any advertising had been released, the pen was moving.

7300 New Accounts in Three Weeks

Simultaneously with the national magazine campaign, the local campaign of newspapers, posters and window displays struck New York. The regular city sales force had been augmented by men drawn in from other eastern territories. The campaign did not stop with the principal buying centers, but went over the city with fine comb thoroughness until every dealer had been definitely pegged up on the map. "Do not overstock the dealer" was the keynote of the selling campaign, and to it the company attributes a great share of its success.

The Parker Company sells direct to dealers. Consequently the local sales force tackled the problem of window display space. It was comparatively easy in outlying districts. While in Manhattan, as soon as sales of the Duofold pen commenced mounting, window displays were put up by the dealers in the most strategic points, proving, as has been done in a good many other cases, that a product with general appeal and merit

can secure space without the necessity of a great cash outlay.

Before Cheek-Neal brought Maxwell House Coffee to New York, 78% of the coffee sales of the city were loose coffee, the balance distributed among brands of package coffee that had been firmly established and kept in public favor by advertising. A few weeks after the campaign started 7300 new accounts were opened for this unknown brand.

Advertising to the dealers commenced in local grocery trade papers. An entirely new staff of experienced coffee salesmen was recruited, organized, and routed as the result of careful analysis and mapping of the entire metropolitan market, aiming at each grocer, delicatessen store, and all possible outlets. The consumer advertising was secured through newspapers, car cards, subway and suburban trains, billboards and posters, and window displays which the dealers put up.

The entire campaign was carefully coordinated, and employed practically every sort of publicity and sales effort on a scale which has seldom been exceeded.

The Blue Goose Campaign

New York demands, and pays for, quality of the finest in fruits, vegetables, dairy products and all food stuffs. It was naturally a logical market for the American Fruit Growers, Inc., of Pittsburgh, which was one of the first concerns to create and advertise nationally a trade-marked brand of fruits and vegetables. This company has ten operating offices, directed by Pittsburgh, which is in daily phone communication with all branches. Fruits and vegetables trade-marked as "Blue Goose" quality, are sold in car lots direct to the jobbing trade.

An advertising campaign in local papers, directed at the consumer, made a notable success in establishing "Blue Goose" products this last year, coupled with the organization of the New York office. Organization, and a highly specialized type of salesman, are essential to the success of produce merchandising in this market. While practically all guess work has been eliminated from distribution by the scientific management of all shipments and allotment of cars to the different markets in accordance with a fairly certain demand and price, according to Mr. H. L. Huber, New York manager, salesmanship is called into play when deals involving several car loads of fruits become necessary. Even against a fruit gutted market, it is possible to sell trade-marked, quality fruits which supply a demand kept fresh by advertising.

The "Sunsweet Prune" campaign of 1921 is well known to New York advertisers. For it was probably one of the most dramatic campaigns of that year. The prune market was dead, sales were at a standstill, and cancellations of earlier orders for the new crop threatened.

Advertising to the great consumer market in newspapers was the lever ap-

(Continued on page 109)

Your Turnover from Four Viewpoints

II. The Retailer's

The man who sells your goods across the counter, in the salesroom, or in his customer's home is justified in demanding that:

Merchandise shall be up to date, fresh, of uniform quality, and fair in price; stock renewals be available frequently; his orders be filled promptly.

Your direct, most economical way to meet these demands is through the public warehouse, properly located, and thoroughly qualified in equipment and operation to function on the spot, hundreds of miles from your factory, with the same attention and satisfaction that you give to your local customers.

The warehouse becomes your local agent, wherever it may be, assuring the retailer that he can maintain a maximum turnover with minimum capital investment; practically insuring him against delayed arrivals of new goods, receipt of goods damaged in transit, and annoyances and inconveniences of shipping complications.

Request that a well informed man call to explain in detail how the warehouse concerns associated in this organization can further cement and make more profitable the relationship between you and your retailers.

Distribution Service, Inc.

One Two Three Madison St.

Chicago, Ill.



Warehousing Is An Essential Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM
Harris Transfer & Warehouse Co.

CHICAGO
Currier-Lee Warehouse Co.

CLEVELAND
Ninth Street Terminal Warehouse Co.

DENVER
The Weicker Transfer & Storage Co.

DETROIT
Merchants Warehouse Co.

EL PASO
International Warehouse Co.

FORT WORTH
Binyon-O'Keefe Fireproof Storage Co.

HOUSTON
Binyon-O'Keefe Fireproof Storage Co.

KANSAS CITY
Central Storage Co.

LOS ANGELES
Union Terminal Warehouse Co.

LOUISVILLE
Louisville Public Warehouse Co.

NEW YORK
Bush Terminal Co.

OMAHA
Gordon Fireproof Warehouse & Van Co.

PHILADELPHIA
Terminal Warehouse & Transfer Co.

PORTLAND
Oregon Transfer Co.

SAN FRANCISCO
San Francisco Warehouse Co.

ST. LOUIS
S. N. Long Warehouse

ST. PAUL—MINNEAPOLIS
Central Warehouse Co.

Postage Stamps as Junior Salesmen

By Edwin H. Shanks

Fifteen hundred advertising men interested in direct-by-mail advertising held a convention in Cincinnati on October 25th, 26th and 27th. SALES MANAGEMENT was represented by Edwin H. Shanks, formerly editorial director of the Dartnell Sales Service and now retained by several concerns in a consulting, advertising and sales capacity. Mr. Shanks has selected from the many talks the following nuggets of information which he thought would be of particular interest to sales managers.

A SAVING of 25% on the average number of calls required to close orders has resulted from the selling plan now being used by Ditto, Inc., Chicago, according to Stanley Twist, advertising manager, who spoke before the convention on "The Postage Stamp as a Junior Salesman." The plan consists of first having the salesman call upon the possible prospect for the sole purpose of getting the correct name of the proper individual to be sold, without making any canvass at that time. This costs the company one dollar per name, which they have found from results obtained, can be profitably paid to get the right name. Then, the name is circularized with a well planned series of direct advertising. During this time the salesman does not call. After a stated interval, the call is made. This interview, in the average, finds the sale 25% along, not according to estimates, but according to actual statistics recently compiled from the combined daily reports of all the salesmen as compared with reports previous to the time the plan was put in operation.

Those concerns which have always balked at paying five or ten cents a name for a list to be circularized will be greatly surprised to learn of a concern which is paying a dollar per name and getting away with bigger sales volume and more profit. It should be remembered that the results of advertising can be no better than the list to which it is sent.

An analysis of several hundred letters which were pronounced failures during the past year, shows the existing conditions of these letters as follows:

87% of these letter failures were classed under bad appearance,
72% of them carried too much "we" attitude,
11% had poor phraseology.

From this analysis it will be seen that grammatical construction is not an important item in successful letters. The 87% having bad appearance does not prove that this was the complete cause of failure, as many of these letters were written too much from the "we" attitude, but it does indicate that appearance is an influencing factor needing more attention in our direct mail work.

Every concern should look over its letter failures of the past year and see what factors need improvement in letter construction for the future.

Fred Y. Presley, general manager, Harvard Economic Service, Harvard University, says that statistics compiled

show the country's production for October 1922 quite equals that of October 1919, which is regarded as a complete recovery to normal.

F. C. Kenyon, manager sales promotion, Congoleum Co., Philadelphia, greatly increased the success of mail campaigns by breaking down their mailing list of 194,000 names into—

- (1) Three sizes of towns,
- (2) Three sizes of dealers.

In addition to the different letters sent to these various classifications, a different size order is asked from each class.

This classification plan was largely responsible for producing 1,392 new dealers and a total net business of \$72,000 from a recent series of letters sent to the list.

This idea was also carried to their window display contests, in which the dealers were divided according to the size of towns.

A sales building suggestion, coming from no less authority than Homer Buckley, is to have the bookkeeping department deposit all old ledgers showing inactive accounts on the advertising manager's desk instead of the top shelf of the vault. These ledgers are a gold mine. An average correspondent can dig big profits out of inactive accounts. 75% of all customers who quit, do so without complaining. Get them back on the books. They're worth a lot of money.

But, whatever is done in circularizing such a list, bring it up to date. The rapidity with which changes in addresses occur is illustrated in the following:

There is an annual change of 37% in any mailing list of advertising men. Gas meter changes, or changes of family addresses run 42% per year. General stores change at the rate of 22% and retail grocers 18%. Architects run smallest, there being about 5% changes per year.

Through special arrangement, advance sheets of the new rating books are used to compile the large mailing list for Congoleum Rug dealer sales promotion work. The credit department's attitude toward the list is that the average is good. No particular class of dealers is found to be better pay than any other class of those selected. So the risk is pronounced o. k.

It is the consensus of opinion of representatives from 200 concerns publishing house organs, that the editor of such publications should rewrite all articles written by contributors. This, it is con-

tended, will help get a better balanced publication and most important of all, will insure every article fitting in with the policies that have been developed for the editorial matter over a long period of time.

Discussions brought out that it is more profitable to devote a smaller percentage of articles to the product and a larger percentage to rendering a service.

It is suggested that a house organ editor would find it advisable to exchange articles with the editor of another house publication. For example, a tire man could write an article that would be of interest to the insurance man and be of benefit to both the tire company and the insurance company—and vice versa.

50% of all mail is sorted and routed on mail trains. Regardless of the size of concerns to whom mail is addressed, the pieces are shot into the "hold over" bag if the street address is not given. The mail clerks on these trains are not required to learn the names and locations of public buildings and, if no street address is given, delay until at least the next mail is almost imperative. "Directory service" may mean a day or so delay. Incidentally, no concern is so big but that the street address should appear on all stationery.

The average dealer is afflicted with price-cutitis. Manufacturers are to blame for originally starting dealers on the price-cutting habit. All dealers have begun to believe that what the consumer is demanding is a low price. Therefore, the present tendency is to stock low priced merchandise. Merchants are losing their faith in quality merchandise. According to several speakers at the recent D. M. A. A. convention, we are not now in a price market. Dealers need to be shown that the consumer is not demanding cheap merchandise—the consumer is just trying to be cautious in purchases of quality products. For example:

An Ohio tailor, who does not believe the consumer wants low priced merchandise, sold 147 overcoats at \$125 each this year, as against 90 overcoats at \$85 each last year.

If facts such as this were gathered in any industry and presented to the dealer to sell him on getting away from the "price market" idea, the manufacturer would bring to bear an effective sales stimulant. It is to the manufacturer's best interest to get this thought down through the dealer ranks at once. It should be accomplished through the salesmen and direct mail literature.



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Cost of
representative
Showing

287.20
1,216.00
794.40
1,875.00
360.00
912.00
252.40
381.60
1,260.00
150.80
72.00
43.20
229.60
1,375.00
396.00
627.60
475.00
287.20
1,176.00
804.00
396.00
970.00
169.20
255.00
160.80

CN
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le Territory



the present monarchs of America's
books are filled by local prosperity.

the Month in America's
prosperous Cities

Cost of Representative Showing	No. of Reg. Panels	No. of Special Panels	Total No. of Panels
287.20	26	4	30
1,216.00	80	20	100
794.40	52	12	64
1,875.00	126	30	156
360.00	50	50	50
912.00	60	16	76
258.40	22	4	26
381.60	28	6	34
1,260.00	56	24	80
150.80	14	2	16
72.00	10	...	10
43.20	6	...	6
229.60	18	4	22
1,375.00	34	34	68
396.00	30	6	36
627.60	42	10	52
475.00	12	12	24
287.20	26	4	30
1,176.00	80	20	100
804.00	70	10	80
396.00	30	6	36
970.00	100	10	110
169.20	14	2	16
255.00	18	4	22
160.80	14	2	16

THE one thing that most manufacturers find hardest to realize is that it costs them only 3½ cents each day to reach each thousand of the people who learn of their product by Posters. By Posters you can reach *all* the people of these 25 prosperous territories, and they will buy royally of the goods that make a direct appeal to them now.

You may wish in one or all of these cities to book a larger or smaller showing than the one listed here; or you may seek to speed up your sales in districts not included among these 25. Whatever your program for Posting, the Nordhem Company, which represents Poster plant owners in more than 8500 localities, is equipped to serve as the outdoor extension of your own advertising department.



NORDHEM COMPANY

in the United States and Canada
New York City Pittsburgh





When Interest In the Contest Lags

If the Winning Team Gets a Long Lead, Heroic Measures are Needed to Keep the Losers from Letting the Leaders Walk In

"**S**HOW me a contest that failed to produce results," says a well known Cleveland sales manager, "and I'll show you a contest that went stale simply because nothing was done to keep the initial enthusiasm at a fever heat. Merely announcing that a contest is to be held is not enough. Something must be done to maintain interest, keep up the suspense, and appeal to the sporting blood of the contestants."

Working on this theory, the Ravenswood Kiwanis Club has just completed a unique attendance contest, the details of which can be adopted for use by almost any sales manager who resorts to this method of bolstering up sales.

This particular contest rivalled a thirty-six reel movie serial thriller for suspense, action and novelty. Every contestant knew something was going on. Not one had an opportunity to forget or neglect the contest.

To begin with, the club was divided into two teams—the Radio Rays, and the Violet Rays, each club captained by a "Ray"—Ray Smith, general manager of the Chicago Engineering Works, and Ray Warren, sales manager of Shipman-Ward. The Radio Rays won the contest by a close margin, due perhaps to the clever manner in which the interest was maintained at a high pitch.

Then Came the Knock-out

Ten mailing pieces were used during the contest. First, a letter announcing the details went out to all contestants in the Radio Ray organization. Next, a special circular went out with a strong appeal for hard work. With the third piece, things began to get interesting. It was a short, terse message printed on a paper picnic plate, appealing to every member to "buckle up to his plate at the next meeting."

The fourth mailing piece was a knock-out. It was a miniature cut-out reproduction of a coffin—printed in steel gray, with the following message inside the folded sheets:

"May the Violet Rays Rest in Peace. It's too bad we have to go after those good fellows so strong—but certainly the least we can do for them is to have a

nice box ready for them. They're not dead yet, darn 'em, nor is the box done, but every meeting we attend shoots another scare up their shivering spines—and sinks another nail in this pretty box. The box is all assembled—just a few more nails to be driven."

This copy was followed up by an appeal to attend the next meeting, to lay plans to buy the flowers, crepe, hire the "mourners," etc. In a few days, a stiff piece of cover stock was printed up with another message, and a twenty-penny nail attached to it. This was represented as one of the last nails to be driven in the coffin in which the opposing team was to be buried.

A Hammer Was Mailed to Everyone

Following up the nail, a real hammer was mailed out. A tag attached to the hammer bore the following copy:

"And I say, old pard, every tenderfoot in that flea-bitten bunch of Violets is going to swallow his false teeth when he sees our ponies gallop up. Fact is, we'll more'n likely have to help 'em to their chairs when they see we've got hammers in our holsters to drive in those magic nails to finish that box. So be there, gosh darn yer. Here's yer hammer, don't forget to bring it with you."

A few days later, a folder containing a small toy shovel was mailed out to the Radio Ray contestants. This folder was entitled, "Digging Up the Facts." It purported to be the report of a famous private detective who had dug up some important facts about the activities of the rivals. Furthermore, the circular bore the announcement that the grave was all ready to be dug, that the shovel was to be used in digging the grave, and that all hands must be on deck at the next meeting with their shovels, to complete the digging of the grave.

The eighth piece was a miniature wreath in purple and black, attached to what purported to be the sermon of "Bruddah Ray," ob de Radio Rays, urging that "eberry membah of dis chosen flock be at the meetin house—doin his own paht to escot the ghost ob Vi'let Ray to de lan' ob peace and happiness." The ninth piece announced the death of

the rivals. It was printed to resemble a coffin box, and when unfolded it revealed the monument to be erected in their honor.

The last mailing of the campaign was a letter announcing the close of the attendance contest and the "services" to be held over the dead bodies of the rival "Violet Rays." Enclosed with this letter was a clipping, supposedly from a daily paper, representing the column of death notices. It reads as follows:

"Violet Rays—Died September 21, 1922. Beloved member of that famous 'Rays' family. 'See that you raise ten.' Services will be held at the Wilson Avenue Y. M. C. A., at 12:15 p. m., Thursday, September 28th. The 'Radio Rays' will have charge of the funeral. Interment in Salt Creek. Kiwanis Club papers please copy."

At the final meeting a mock funeral was staged. Everyone was furnished with a paper hat that resembled the regular undertaker's high silk hat. A real coffin was on hand. A minister "preached" the sermon and delivered an "impressive" funeral oration. The losing team paid for the dinner and a good time was had by all, as they say in the country papers.

How the Idea Can Be Adapted

The success of this contest suggests the possibility of adapting the general idea to other uses, particularly to salesmen's contests. The sales manager could captain one team of salesmen, while another officer of the company could assume leadership of the second team. The same material could be sent to both teams right along, and the winning team would of course have charge of the funeral. Only a change in the team names would be necessary. Of course, the funeral part of the contest could be carried out only if it were a purely local contest, unless the men could be brought in for the funeral. In the event a sales convention was to be held at the end of the contest, the funeral could then be held during the convention.

Another plan would be to have a burial of "Old Man Quota," and the various coffins, nails, shovels, wreaths, etc., could be sent out, all reference being made to

the death of "Old Man Quota," "Alibi Ike," "Gloomy Biz" or any other imaginary character that might be designated for death.

It is surprising what a campaign of this kind will do. It arouses a man's fighting blood, and spurs him on to real work, because it makes him forget his own troubles, and makes work more of a game and less of a drudge. Many of the fastest stepping sales forces in the country are constantly being put through faster paces by means of interesting contests of this kind, some sales managers even going so far as to say that contests are one of the most vital features of their sales plans.

New Viewpoint Needed in Sales Work

The ability to analyze the future is the essential requisite of the sales manager who is to survive the present changed conditions and enable his company to reap the benefits of the prosperity at hand, members of the Sales Managers' Club of Philadelphia were told at its October meeting. The speaker was J. George Frederick, president of the Business Bourse of New York.

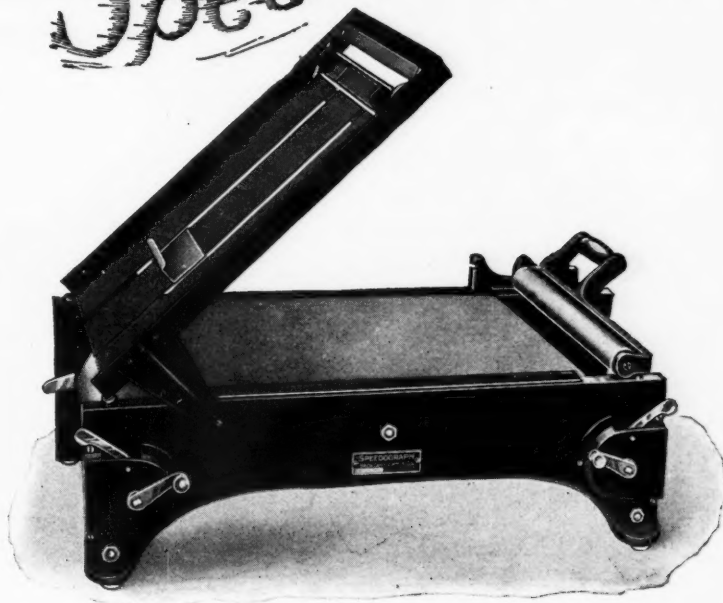
"Hundreds of men could have been millionaires today if they had had this ability two or three years ago," he said. "We must meet a situation of full production, possible oversold condition and possible great increase in sales. There has been a change in the buying power of the public in methods of distribution, in the export situation and in labor, and the business cycle is more erratic than in older countries—a temperamental condition of America. Therefore, we cannot hope to do business with the same mental equipment and the same viewpoint as at present, and we need readjustment.

"Sales managers require both a dynamic and an analytical power, and I know of one today who is being released because, while he has the dynamic power to manage \$12,000,000 in sales a year, he has not the analytical power to manage \$50,000,000 sales a year. To meet this requirement we need to use research work from advertising agencies and analytical services in order to get closer to the basic facts, which are shifting throughout the Nation. In food there has been a tremendous change, both in variety and quantity. There is a greater intelligence on the part of the public, which calls for a higher intelligence in sales educational work. The retailer is buying more wisely, and jobbing is competing with direct-selling methods.

"There has even been a change in the morale of salesmen and in salesmanship itself. Research work conducted by one firm showed that 60 per cent of the salesmen hired in the last three months failed. Our knowledge of salesmanship needs to be revised and our salesmen need something more than a short-lived enthusiasm injected into them by the manager. We need increased knowledge of sales organization—knowledge of the present and the future. The last requires a careful study of the facts in the case and planning before operation."

Let the

Speedograph



Help Increase Your Sales

Here is a new business short cut which keeps your whole sales organization in closer contact with the Home Office.

The SPEEDOGRAPH provides the cleanest and quickest method of reproducing from 4 to 100 clear, accurate copies of anything which can be typed, written or drawn. It will keep you in touch with your men on the road, your jobbers and dealers who are meeting your customers and selling your product. Your Letters to Salesmen, Bulletins, Price Changes, Lists—and all such timely matter can be turned out in a jiffy on the SPEEDOGRAPH. Copies are made right from the original writing without the use of stencils or printing inks.

It is so easy and versatile that you will keep it working in all sorts of ways to encourage and help your field men. Other departments of your business can use it too.

Send for our new booklet, "The SPEEDOGRAPH in Modern Business," which tells how the SPEEDOGRAPH may be used to advantage in twenty-eight different departments of the average business.

The coupon below brings your copy.

THE BECK DUPLICATOR CO.,

Room 95, 476 Broadway, New York, N. Y.

Please send "The SPEEDOGRAPH in Modern Business," at no cost or obligation to me.

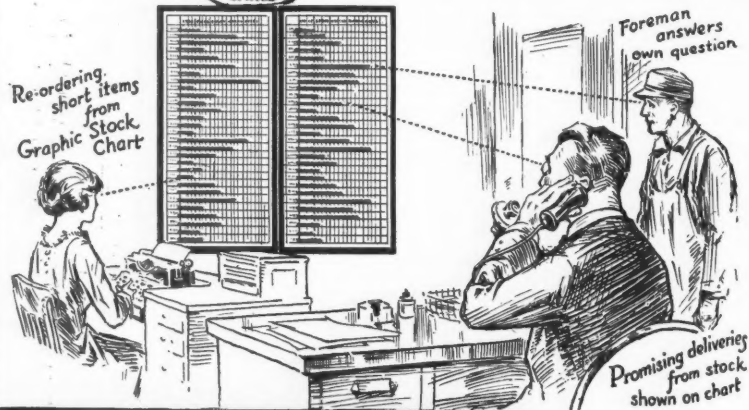
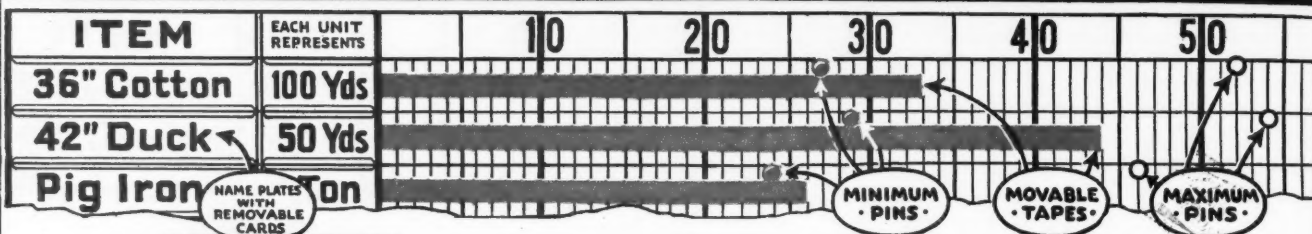
Name

Firm

Address

EDEXCO Graphic INVENTORIES

YOU KNOW WHERE EACH ITEM STANDS • EASILY KEPT UP - READ ACROSS THE ROOM •

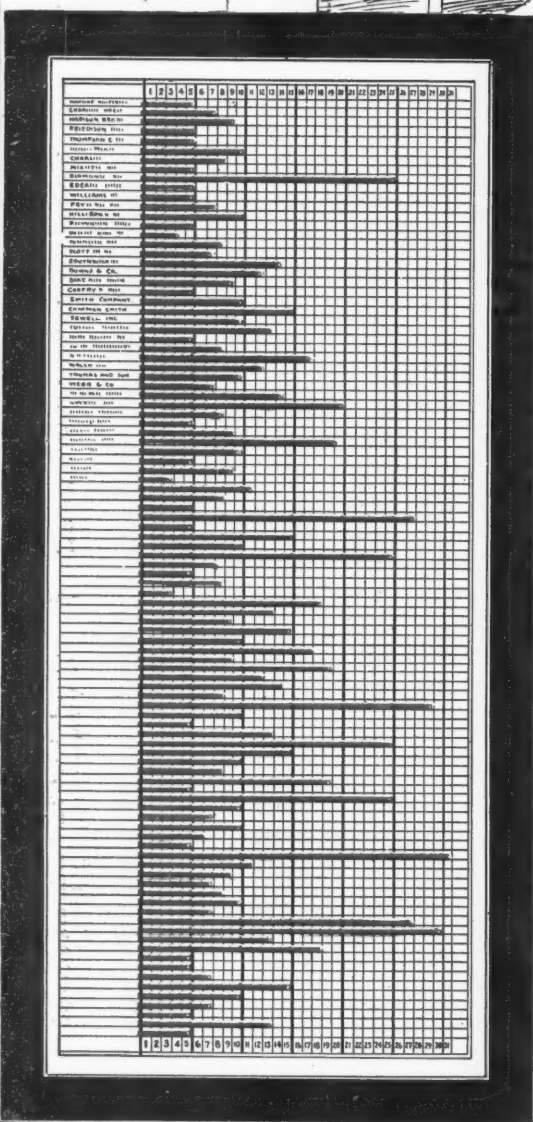


Sales Managers Know Your Stock!

Use EDEXCO Mechanical Bar Charts to Watch

Raw Materials
Perishable Stocks
Fast-Moving Trains
Height of Oil in Tanks
Height of Reservoirs
Stocks of Coal

And other vital factors in your business



Edexco Mechanical Graphs

used as Inventory Boards will show the absolutely up-to-the-minute condition of stock on as many items as desired.

The sliding tape advances across the scale as stock on any item is taken in and recedes as shipments or withdrawals are made.

Will Cover One Item or Thousands

Edexco Graphic Inventories are easily read across an ordinary office, saving incalculable time over typewritten sheets or stock books.

Send Today for Free Catalog

"Mechanical Graphs" illustrated in four colors, and leaflet on keeping perpetual graphic inventory.

Educational Exhibition Company

Graphics Headquarters
434 Custom House St. Providence, R. I.

Wyman's Book on Exporting Bristles With Facts

"WHEN I started with the commission house the strange combinations like 'consular invoices,' 'minimum bills of lading,' 'shipping permits,' 'parcels receipts,' 'pilferage risks,' 'particular average,' 'custom house drawbacks,' and even 'lighterage' made me feel as though I was in a maze. It was only a few weeks before I found they were easily understandable, were carefully recorded, and that it was a question of where to find them, not what to remember. Export red tape is child's play to any American who can understand the box score of a baseball game."

The above paragraph is taken from a new book "Export Merchandising," written by Walter F. Wyman, Sales and Export Manager, The Carter's Ink Company, and published by the McGraw-Hill Book Company.

Exporting Is Not Mysterious

Mr. Wyman has had a wide experience in exporting. He knows his subject well, and in writing his book he seems to have departed from the time honored custom of telling American manufacturers of ludicrous mistakes they have made in exporting. Mr. Wyman has left out the regular stock stories about the American manufacturers of snow shoes who went to the Equator looking for business, or of the American manufacturer who insists on quoting his export prices f. o. b. cars at his factory, rather than on board ship. True Mr. Wyman has pointed out possible errors and oversights in exporting, but he has given the business world a book that is nothing short of a guide to success in exporting to any manufacturer who has the right product.

"The prospective export salesman should pass a field test here in the United States," says Wyman in a chapter devoted to the training of export salesmen, "if he cannot sell goods here at home it is unfair to assume that he will prosper abroad. Unless the applicant has a long and proved record in foreign fields, and an export acquaintance with dealers, this test should never be omitted. It will end quickly the aspirant who has had a two years' course in Spanish and wants to travel in South America on this slim asset. It will save for better fields the over-ambitious export shipping clerk with the awe-inspiring vocabulary of export phrases and terminology. It will make or break the tourist who was so deeply impressed with a winter in Bermuda that he has dedicated his life to foreign trade."

"The export salesman should not be permitted the luxury of being either an explorer or a discoverer. The markets he visits should be prepared for his coming," says Wyman in this interesting chapter on preparing the field for the salesman. He brands as fallacious that a "get acquainted trip" should be condoned even though no business whatever is booked. In this connection Wyman says

"Only an exceptional export salesman can secure a profitable volume of business on his first trip to a field which has not been prepared for his coming. With advance preparation the average export salesman can sell as large orders as the average salesman would on a second trip over unprepared territory."

Mr. Wyman recognizes the needs of both the occasional exporter who is not interested in world wide development of export trade, as well as the needs of the manufacturer who has eyes on all markets, and who seeks to build his export department on a permanent basis. In a chapter entitled "Indirect Exporting," and another called "The Export Commission House," many helpful facts are given that will be particularly interesting to the firm who does not care to go into exporting on a large scale. Then in a chapter entitled, "Export Sales on a Ten Year Basis," and another "Planning an Export Sales Campaign" he outlines the procedure necessary in building a large and permanent export business, that will not succumb to temporary conditions in any one country that may temporarily affect sales.

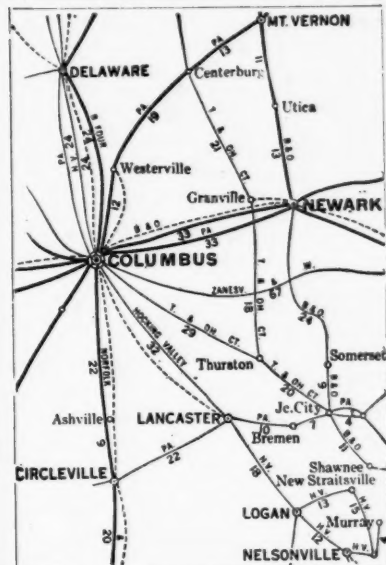
Plans Must Be Made in Advance

"Only half a decade ago certain American exporters who confined their sales to nearby Mexico and Cuba found revolution in one market and a poor sugar crop in the other. Sales dropped to negligible totals. But brother exporters with well-balanced world sales merely diverted the released production to markets which respond quickly to increased selling effort.

"Good export structures are not built like the old-fashioned farm-house, with a small box-like center and ells radiating here and there, tacked on as need demanded. Good export building insists upon a basic plan permitting and anticipating development along lines of symmetry. No sane business is built on a 'plan-as-you-go' basis. No export business should be allowed to adopt such a dangerous policy."

Fuller Brush Company's New Territorial Plan

It was formerly the policy of the Fuller Brush Company to transfer salesmen from one territory to another more or less frequently. Their theory was that one salesman could sell prospects that another salesman would miss entirely. While to a great extent this is true, it has been found by members of this organization that the better plan is to assign a salesman to an exclusive territory and keep him there as long as he is with the company. In this way he has a real opportunity to become familiar with his trade, and build up a permanent business for which he alone is responsible to the company.



Section of Ohio Map

A Bird's Eye View of Your Territory

is obtained by the use of Blum's Wall Map. It enables you instantly to spot and mark out weak and strong sales territory, and to cover it in the most thorough, direct and economical way.

BLUM'S UNITED STATES WALL MAP

Shows all towns over 3,000 population.

Railroad and distances from town to town.

Population as per latest census. Size 84x60 inches.

Price, mounted on linen with rods, \$20.00.

Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

It gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog F

BLUM MAP CO.

3 West 29th Street, New York City

"Merchandising Studies"

[Loaned on Request to Agency Executives, Sales and
Advertising Directors and Other Interested Authorities]

In the course of creating direct mail campaigns to support magazine and newspaper advertising—and develop sales—we have prepared studies in merchandising of various products.

These were built on the facts of the different markets and some are quite elaborate with tabulations, charts and visualization features in colors. Included are the recommendations, sales and advertising plans prepared by us (often working in harmony with known advertising agencies) and accepted by the client.

They will be loaned on request to those executives in authority who are interested in investigating the values of our complete service which is unique in character and positive in results. Handling national and territorial direct campaigns on a pre-conceived basis, we have been remarkably successful in achieving pre-determined results.

Indicate by Checking the "Study" Desired

We share the speculative burden of any well established agency and annex our organization of specialists (agency men, artists, merchandisers) to work with you for the client's success.

We put our experience and ability at the service of any sales and advertising executive without obligation. Unless convinced that we are safe, sane, sound counsellors, you need not adopt the complete sales and advertising plans we will present, with art dummies.

If interested in this character of high service, write for one of these "studies."

- | | |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Automobiles | <input type="checkbox"/> Cigarettes |
| <input type="checkbox"/> Veneer | <input type="checkbox"/> Foods |
| <input type="checkbox"/> Accessories | <input type="checkbox"/> Specialties |
| <input type="checkbox"/> Toilet Goods | <input type="checkbox"/> Fences |

*Tear out—check "study" desired and mail
with request on your letterhead*

Bookwalter-Ball-Greathouse PRINTING COMPANY

Quality · Capacity · Service

1506 North Capital Avenue : Indianapolis, Indiana

ANALYSES : MERCHANDISING PLANS : DIRECT MAIL CAMPAIGNS
EDITION PRINTERS : CATALOGS : FOLDERS : BOOKS : LETTERS

New York Ad Club Has Marketing Course

G. W. Hopkins, general sales manager of the Columbia Phonograph Company, opened the course in advertising and selling being conducted by the New York Advertising Club with a lecture, on October 17th, in which he outlined the place of advertising and selling in business. Other prominent sales managers on the program are Arthur H. Deute of the Borden Company, M. S. Eylar of Elliott Fisher Co., Fred Nash, general manager Thomas J. Lipton; and F. A. Wilson-Lawrenson of the Union Carbide and Carbide Co. Some of the better known advertising men who will lecture are F. M. Feiker, of McGraw-Hill Co.; J. K. Fraser of Blackman & Company; Wilbur B. Ruthrauff of Ruthrauff and Ryan, Inc.; H. Kirwin Fulton; Van Buren and New York Bill-Posting Co.; A. J. Kobler, American Weekly; Lee Maxwell, Crowell Publishing Co.; D. B. Hassinger, Robert Gair Co.; Howard W. Dickinson, George Batten Co.; Roy S. Durstine, Barton, Durstine, Osborn, Inc.; Will Field, New York Daily News; Herman G. Halsted, Paul Block Co.; Frank E. Fehlman, Lord and Thomas.

There is a tendency today to prune the dealer organization and increase sales and advertising efforts, as is well illustrated in the plan being used with unusual success by the Firestone Tire & Rubber Co. According to Frank K. Starbird, sales director Eastern Division for this company, there was an 130% expansion of the market, 98% increase in dealer advertising and resulting increased sales of 195%, all obtained through their plan of getting dealers to advertise. The success of the plan was due to two important factors:

1. Exhaustive market analysis to show each dealer the potential possibilities in his territory,
2. Getting the dealers to hammer away at the entire list of possible buyers with follow-up material furnished by the home office.

As the salesmen went about to get this plan in operation, there was an elimination of 70% of the dealers. Only those who would get behind the plan and push, were retained. The salesmen centered their efforts on the live-wires, with a resulting average increase of 30% in the sales of individual salesmen.

Rules for writing letters are completely out of date, as a whole. They are usually impractical. But Louis Balsam, one of the country's better letter geni, advances this rule which he has used effectively in checking letters:

All people are governed by instincts rather than intelligence, to the extent that 95% of all actions are instinctive. Instinct is millions of years old; brains are comparatively new. Therefore, all letters should be tested to see that they appeal to such instincts as the following:

Feeding, Fearing, Fighting, Appreciation of good things, Exclusiveness, Imitation, Ornamentation, Comfort, Pride, Play, Cleanliness, Inquisitiveness, Constructiveness, Sympathy.

Plan No. 1 for Following Up Inquiries

By Edward H. Schulze

Every month, by special arrangement with Mr. Schulze, we will publish in SALES MANAGEMENT one definite, concrete plan for following up inquiries and turning them into sales or requests for a salesman to call. Mr. Schulze is generally admitted to be the leading authority in the country on sales letters. He is retained by many of the largest concerns in the country in an advisory capacity. He is the originator of the "Making Letters Pay System."

A recent investigation among buyers has shown that a great many sales are lost by not properly following up inquiries.

It is unfortunately true that many firms seem to put all their efforts into arousing the interest of the prospective buyer. Having accomplished this, someone starts to "call it a day" and the job of following up the inquiry and giving it the attention it deserves fails to hit on all six. This is not merely confined to those who follow-up inquiries by mail, but through personal representatives. Firms seem to forget, even in these days of keen competition, that the

buyer is a very popular person and oftentimes his inquiry is sent to a number of firms in the same field so that the firm which uses the best follow-up is invariably the one which gets the business, even though the product or proposition may not be as good as the methods used to sell it.

If poor follow-up methods in handling inquiries merely meant the loss of the sale, the economic waste might be clearly defined. But the loss goes further; the buyer whose interest, once gained, is lost through poor follow-up, will always thereafter retain an unfavorable impression of the sales methods of the offending

firm, and in conversation with other prospective buyers unconsciously gives voice to this unfavorable reaction. Such unconsciously uttered mouth to mouth advertising does a great deal of harm.

In the last analysis the firm with poor follow-up methods naturally loses business, and this loss must be made up by charging the buyer a higher price or giving him less quality. Buyers are more and more judging the merits behind a product or proposition by the methods used to sell it. If the service before the sale is poor what can one expect after the buyer signs the order?

IT is the most natural thing in the world for the seller to get so close to his product or proposition that he often forgets the viewpoint of the buyer.

Facts that are clear to the seller are not always clear to the buyer and products or propositions of genuine merit often suffer lack of merited recognition simply because not enough thought has been given to looking at the sale from "the other fellow's" viewpoint.

It is acknowledged that inferior products and propositions, ably presented, have won success where better products or propositions have failed to make money for those financially interested. Witness the millions of dollars taken from American investors through the sale of worthless securities.

When Is an Inquiry "Dead?"

Doubtless every reader of SALES MANAGEMENT has had the experience of inquiring for prices or other information and having his inquiry handled with indifference, inefficiency, neglect, etc. Yet we talk about wanting more business and the need of lowering selling costs. How can we if we neglect to give each inquiry the attention it deserves?

It matters little whether you follow up an inquiry with a personal call or by a letter, you should use the mails to keep inquiries "sold" on the product or proposition both before the salesman calls and afterward, in the event the

salesman did not secure an order. If a salesman is to follow up an inquiry, enough literature should immediately be sent by mail so that if there is any delay on the part of the salesman reaching the prospect, the prospect has sufficient information before him to at least prevent him from giving the business to the salesman of a competitor before your man arrives.

On the other hand, if inquiries are to be followed up by mail, then let us not stop with one or two follow-up letters and erroneously assume that because they did not get the business, the prospect is no longer interested. Most of us quit too early.

The Plan in a Nut Shell

The "F. M." or Factory Manager Plan can be used in the follow-up of any firm selling a manufactured product, whether the inquiry is to be followed up and closed by a personal call, or by a letter. This "F. M." Plan, which I have used with a great deal of success, is generally used as either the No. 2 or No. 3 letter in the follow-up-to-inquirers series.

The letter is supposed to come from the Factory Manager, Works Superintendent or Production Executive of the plant. The letterhead clearly indicates that it comes from the "Office of the Factory Manager." In some instances the title might be "Office of the Chief Chemist" or "Office of the Chief Engineer."

Regardless of the title, the man who writes this letter shows he has an intimate knowledge of how the product is made. The letter opens with a paragraph something like the following:

"I am informed by the Sales Department that you have sent an inquiry concerning our —. While I feel that they are in a position to give you all the necessary prices, etc., it occurs to me that you might welcome the viewpoint of the man who is intimately in contact with the manufacturing process of —.

"I am writing this letter, therefore, not in the sense of influencing your judgment from a sales standpoint, but rather to, figuratively speaking, take you with me through the plant and show you where and how we are striving to make — the best product in its field."

(The letter continues to enumerate some of the factory methods that assure the buyer of quality, value, etc.)

Advantage of Plan

Such a letter, properly presented, and coming from someone other than the sales department, has been very successful. The buyer naturally might feel, at times, that any expression by the sales department is just some more "sales talk." But a letter from the "man in the factory" is invariably regarded as authoritative. The buyer feels that this man's words are unbiased and worthy of serious consideration.

Clip this coupon now

This Coupon Is TIMES
Good for
One Polar B'ar

On October 7th or October 8th
 When the Name of Your Favorite Dealer is
 Filled In.

Dealers Name _____
 (Only One to a Person)

To Any Polar B'ar Dealer
 This coupon will be redeemed by the New State Ice
 Cream Co. for the sum of 7½¢ We appreciate your
 courtesy and co-operation in making it possible for the
 public to know the excellence of Polar B'ars.

*And Every Family
 in Oklahoma City
 Redeemed One in
 a Single Day*

EIGHTEEN thousand people, the equivalent of one for every family in Oklahoma City, redeemed coupons like that reproduced here on Saturday, October seventh. Eight thousand more coupons were presented to dealers the next day bringing the total to 26,000. And as many more could have been redeemed had the plant not found it necessary to catch up with production by refusing delivery after five o'clock the first day and three o'clock the second.

These coupons appeared in two issues of the Daily Oklahoman and two issues of the Oklahoma City Times. These advertisements enabled the manufacturer to quickly regain the high sales peak he had reached before the summer layoff and to get his product into practically every home in Oklahoma City.

Perhaps of equal importance was the fact that a score or more of dealers who had been unapproachable voluntarily phoned in their first order for Polar Bars.

The points of interest to you, Mr. Salesmanager, is that the Oklahoman and Times enjoy an unusual degree of reader interest, that advertising messages within the pages of these papers create exceptional response, and that Oklahoma City dealers are alive to their influence and the salability of products advertised in them.

We Can Perform the Same Service for You

It is a further fact that the Development Department of the Oklahoman and Times has planned the advertising of Polar Bars since their inception. The name was suggested by the department, the wrapper designed, the copy written, the art work drawn, the plates made, the market analyzed, salesmen instructed, route lists furnished—all by the department as part of its service to advertisers. All, or any needed part of the above co-operation is available to you or to your advertising agency.

THE OKLAHOMAN & TIMES

MORNING, EVENING AND SUNDAY

Oklahoman Bldg.

Oklahoma City

Representatives: E. KATZ, Special Advertising Agency

NEW YORK

CHICAGO

KANSAS CITY

ATLANTA

SAN FRANCISCO



Making New York Buy

(Continued from page 96)

plied to this situation, with a sales campaign that lasted for six weeks. Approximately 4500 calls were made by the sales force of eight men, at a cost of \$1800. Sixty jobbing accounts were opened, 864 retailers were sold, making the cost per dealer for the sales portion of the campaign average \$2.00 each. Five boxes of prunes was the average quantity sold each dealer. Window display contests were staged throughout this campaign, and the quantity of posters, and window trims used was in keeping with the basis upon which the entire campaign was conducted. It was a striking example of the capacity of the New York market when properly stimulated—for at the start of the campaign, the California Prune and Apricot Growers Association was faced with the loss of two years' crops, which the market easily absorbed when put to the test.

What Van Camp Did With 60 Men

The Van Camp Company recently put on a tremendous campaign in New York, which resulted in total sales of a million dollars in one hundred days. The company was not breaking into the market as a new concern, for their products are well known to New Yorkers. But the particular market was stagnant, and in order to break the ice a thirty day selling campaign with 60 men, backed by adequate advertising, was made through 17,000 calls. After the first month, the sales force was reduced to about thirty men, the permanent organization that handles all of the Van Camp products. But Van Camp's Evaporated Milk was moving, as it had not moved for years, and the follow up campaign kept the dealers' shelves cleaned. The particular feature of this result was that the advertising was secured at practically no expense, since it no more than equalled the alternative expense of carrying stocks with depreciation over this period.

Every market can furnish examples of concerns that have gone along for some time content with a certain volume of sales—only to demonstrate by a striking sales and advertising campaign that they were overlooking the greatest possibilities at their own doorstep. New York is no exception. And recent campaigns of that type have been conducted by:

John Duncan's Sons, in greatly increasing the sales of Lea & Perrins Sauce. Dealer interest was stimulated by trade paper advertising, together with effective sales work which included the placing of signs on doors and windows.

Charles Gulden, whose mustard has been on the market for fifty years. A check of dealers proved that in one down town district alone, more than fifty new accounts could be opened. Sales increased when a more intensive campaign was directed at these outlets.

The Joseph Tetley Company, who in 1921 put on a whirlwind sixty-day campaign over territory that had known Tetley Teas for 25 years. 2660 orders, resulted, 51% of which were new accounts. This was one campaign, furthermore, which succeeded even before the consumer advertising appeared.

Lest we forget, and think of New York only in terms of sky scrapers, theatres, shopping districts and ocean carriers, bear in mind that the greatest market is also the greatest manufacturing center in the country. Latest census figures show that New York's manufactured goods equal in volume one-twelfth of all manufactured goods in the United States. In round dollars, the city manufactured more than five billion dollars' worth of goods in 1919, in 32,590 establishments. The industries which have developed more than the average in value of products during the last five years include lapidary work, fur goods, toys and games, boots and shoes, professional and scientific instruments, chocolate and cocoa products (not confectionery), ivory, shell and bone work, ship building, wooden, chewing gum, knit goods, silk goods, tobacco, pipes, jewelry, dyeing and finishing of textiles exclusive of that done in textile mills.

A Helpful Book Free

More than 800,000 people are engaged in the industries which center in the city, nearly 15% of the total population.

Statistics galore could be cited along this line, but the point is—that manufacturers in other centers who have products that must be utilized by these manufacturers, or by the workers themselves, should consider the size and richness of this market.

The Merchants Association of the City of New York has recently completed a detailed map showing in colors the location and extent of the principal industries throughout the city. It should prove of great value to sales managers or manufacturers who plan to reach certain lines of industry. It will be furnished on application to the Merchants Association, Woolworth Building; or Sales Management will gladly secure copies for readers who are interested.

Over \$65,000 Cash from a \$375 Appropriation

This is reported by a keen, practical New England manufacturer. Name on request.

If you sell through dealers, test my methods out in a small way, in certain territory, and note the increased sales at lower costs.

If you sell direct to users, let me show you tested plans for securing leads for new business. One client cut the cost of inquiries 50%.

If you use trade paper advertising, I can show you how to get better results using it in conjunction with direct mail advertising.

No large initial appropriation required to speed up your sales. We can work out test campaigns for as low as \$87.50 per month for two or three months. I prefer to work with executives who want to prove by test the efficiency of our methods before going into extensive sales efforts. I am especially interested in helping firms get more sales from their inquiries.

EDWARD H. SCHULZE

Incorporated

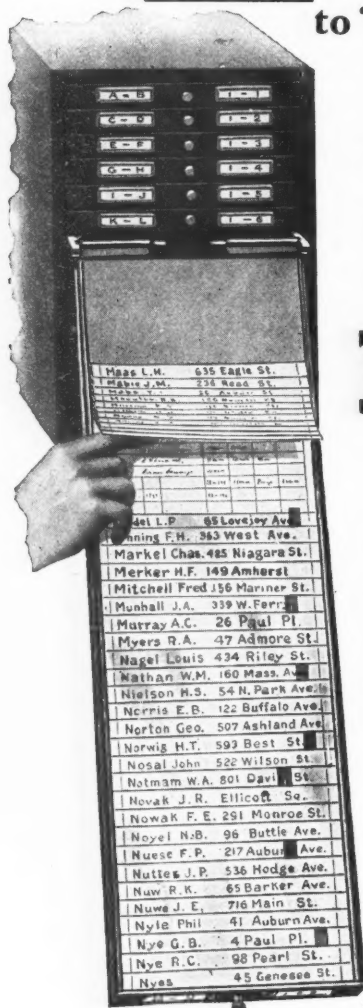
Direct Mail Advertising

**Woolworth Building
New York City**

Illustration at right shows a typical sales and follow-up record in RAND Transparent Card Pocket. Notice index item on lower margin of card protected by transparent tip.

These card pockets are suspended in trays as shown below. Here they overlap each other so index items are always visible. Information is graphically pictured by means of brightly colored transparent signals placed over the card in the transparent tip.

Know the Right Moment to "Follow-Up Your" Prospects



THESE are dynamic days. Sales are made on FACTS—not guess work. It's the "man on the job" who gets the order—and you and your men must be "on the job" every minute of every day, with every prospect.

You know what it means to let a prospect get "cold"—"to be out of touch" with any sales situation—to KNOW WHEN it is time to press for action—to know exactly when to send a salesman and when not to send one—also, what it costs to miss an appointment.

RAND

Visualized and Picturized Sales Records

will tell you all this and more.

They give you a complete graphic record of your relations with each prospect. Detailed facts are instantly discernible. Every development is minutely described—not in words always, but by codes and signals which tell at the glance much more than volumes of words could tell.

You can know the result of each salesman's calls—what the prospect said—what the salesman's conclusions are—what special conditions exist—reason, if any, for delay—the day and hour when next action should be taken—in short, each record is a complete sales analysis. Also, your records will be

- Easier to find, because plainly visible.
- Easier to make reference because speedier than bound books and cards-in-box.
- Entries made faster because each record is held in separate pocket (see illustration above).
- Easier to make notations therefrom because each record is independently handled.
- More useful because facts and conditions are graphically and forcefully pictured.
- More permanent because securely held in place—no chance of loss or mis-filing.
- More economical because more permanent and more serviceable.
- Fully protected with transparent fibrelod to prevent data from becoming soiled or cards frayed and torn.

Boost Your Sales With Better Records

Thousands of firms are realizing surprising results with RAND Visualized Sales Records. Give them a chance to vitalize your prospect and sales follow-up. Let our Systems Service Department submit an outline of plan for your consideration, entirely without obligation. Write to-day. Enclose samples of your present sales and follow-up records. Ask for free booklet for sales managers.



RAND COMPANY, Inc.

611 Rand Bldg.

North Tonawanda, N. Y.

"Originators and World's Largest Manufacturers of Visible Index Equipment."



St. Louis Sales Managers Hear Kingsley

"As to records which may be kept concerning the salesman, himself and his activities, let me say that I consider a report of each call as fundamental. This report should not be asked for detective purposes, because a salesman who needs to be watched cannot be considered a permanent asset, but it has a psychological effect which is valuable," said G. C. Kingsley, Assistant General Sales Manager of the Library Bureau in a talk before the St. Louis Sales Managers' Bureau recently.

Continuing, Mr. Kingsley said, "After the call is made, when he attempts to put down on paper the results of his efforts, it makes him review the situation and check himself as to whether or not he did the best he could have done.

"Sales records may be divided roughly into three general classes:

1. Records pertaining to an analysis of territories.
2. Records with reference to the product itself.
3. Records with reference to the salesmen.

"Of all three of these less has been done in the past along the line of analyzing the opportunities offered by different territories. This is not easy information to obtain, nor is it easy to apply to one's own business, particularly if one is manufacturing a widely diversified line.

"But the information is available and is widely used by manufacturers in laying out their sales campaigns and in establishing quotas for their salesmen.

"A quota system, properly applied, develops some interesting information. One concern found that its sales resistance in Baltimore and Cincinnati, for instance, was much greater than elsewhere in the country, that in proportion to the opportunity offered they could expect twice the results from their salesmen on the Pacific coast than they could in New York."

How Return Cards Affect Results

(Continued from page 78)

showing something that is given free for mailing the card are best.

When a letter is of a personal nature, that is, if you are using a multigraphed form letter that you want to look as if it were a personally dictated letter, it helps to have the card set up in type-writer type. I have found that in propositions of this kind, cards set in type-writer type will pull bigger returns than those set in regular type.

In closing, let me say that it is not necessary to make every post card seem freakish, for often simple little cards are the most advisable. But, if you will spend a little time planning your post cards as carefully as you do your letters, folders and post cards, you will find that it will help you increase your returns. The type of card you use depends entirely on the individual proposition and the resistance you will have to overcome and whether the card is to be used to order merchandise, or to ask for prices, or otherwise.



EDITORIAL

Will High Selling Costs Wreck the Factory System?

Some indications of what may happen in this country if selling costs are not brought down, is found in the phenomenal growth of the co-operative movement in Italy. Over 8,000 such societies have already been formed for the purpose of bringing down costs. These societies have a membership of 2,000,000 people and a turnover of 1,500,000,000 lire. Many of the societies maintain their own savings banks, and are rapidly beginning manufacturing operations. The same tendency is observed in other continental countries, and is bound to grow in proportion to the need of co-operation. While it is true that conditions are much more favorable in Europe for the spread of the co-operative movement than they are here, the prevailing excessive selling costs here give organizers of co-operative societies a wonderful opportunity. Labor organizations are already making good progress along banking lines. The next step will be manufacturing. True, it is not a problem of serious concern today, but it is at least a threat which cannot be ignored. The existing factory system, of which sales management is a part, is only a little more than fifty years old. Its survival depends entirely on its ability to better living conditions and to reduce living costs. If it cannot do that it is doomed, and all our existing sales machinery, of which we are so proud, will be junked with it.

Why One Sales Manager Is Changing His Advertising Schedule

The joke about the Englishman who wanted to know where the Indians were upon landing in New York has whiskers down to its waist, but our English friend has a counterpart in some manufacturers who persist in thinking of the Western territories as they appear in Bill Hart's films. This view is not only held by business men who have no occasion to keep tab on markets, but by some Eastern sales managers who should know differently. For example, the sales manager of one of the largest drug houses in Philadelphia has for twenty years neglected the Dakotas. Years ago while still a salesman, he had made a trip out West and found this territory a land of gambling hells and sprawling streets. The people were too healthy to need any drugs, and what drugs were sold were carried on the top shelf at the rear of the general store. Last summer this sales manager, who is also vice-president of his company, passed through this territory on an auto trip. Much to his surprise he found that the streets of the towns were paved,

that many of them had street cars, and that in nearly all of them the drug store was the liveliest store in town. So he is losing no time in getting an advertising campaign under way which will help him get a foothold in a territory which he had supposed wasn't worth the car-fare to visit. You can never tell whether a territory is good or not until you try.

"The Salesman Be Damned"

During the recent depression a consulting sales manager was called in by a large New England woolen manufacturer to "doctor up" his sales methods. He had a big plant that was only working to about fifty per cent capacity. The outsider started checking up. He soon became convinced that much of the manufacturer's trouble was due to the deplorable lack of esprit de corps among the salesmen. Only twenty-two per cent of the men were really interested in their work, and looked forward to making a future with the company. Some were even spreading disparaging reports about the company's business and the quality of its merchandise. In only two cases did the investigators report salesmen who were even mild "boosters" for the manufacturer.

To correct this condition a salesman's house organ was suggested. It would keep the men sold on the policies of the business, and quicken their interest in their own work by chronicling the achievements of other salesmen. There was nothing revolutionary about the suggestion. In fact it was obvious. Yet the head of the business would not listen to it.

"If we were to start such a thing," he argued, "we would soon lose all our good men. It would give our competitors a line on every salesman in this organization and they would soon hire the best men away. Then where would we be? Moreover, I don't believe in coddling salesmen. Why should you have to be forever patting a man on the back when he is only doing what he is paid to do?" Four months later this concern went into the hands of the receiver, another victim of the great god Fear. Who was it that said: "The best way to beat a competitor is to send him every morning a statement of your previous day's sales. He would spend so much time looking over the figures that he would have none left for selling."

The general wage level, and especially the spending power of farmers, does not warrant any price advance at this time. Any continuation of the present tendency is certain to produce another buyer's strike. Holding to present prices means smaller profits, but in the long run the bigger rewards.

COMMENT



Wanted: \$50,000 a Year Sales Managers

Last month the sales managers of twenty leading middle western hardware jobbers held a conference in Chicago to consider methods by which selling costs could be reduced through the up-building of retail distributors. The sales managers came to Chicago as guests of the publishers of "Sales Management." It was the first time that a conference of this kind had been held, where a spade was called a spade and where an interchange of experience took the place of resolutions. It was a significant meeting, because it proved that, even in such highly competitive lines as wholesale hardware, competitors can be brought together for the good of the industry. It was a very concrete demonstration to every one who attended that the man who came with one idea went home with a dozen.

For the past five years we have been advocating the need for more vocational sales managers' organizations — not mere handshaking parties, but real put-your-feet-under-the-table-and-go-to-it conferences. Here and there trade associations have made some effort to get their sales managers together, but most of them have turned into discussions of expense accounts and arguments as to men who wore black ties making better salesmen than those who wore green ties. In spite of the fact that every line of business has a problem of first magnitude they are invariably side tracked for picayune matters which don't amount to a tinker's dam. Before we can have any

real accomplishment in trade association work some radical changes have to be made in the management of many associations. For one thing the professional secretary, the glad hander who holds office for a big string of associations—the more the merrier—must go. His usefulness is ended. The active direction of the association must be placed in the hands of the biggest man that the industry has to offer, a man who will do for the industry what Thomas is doing for the stage and what Landis is doing for baseball.

BIRDS OF A FEATHER



This executive must be big enough to command the respect of the industry; a man who is awake to the needs of the industry; a man of vision who thinks not of today but of ten years from today; a man who has the courage and daring to do the things that need to be done and who is not concerned with playing politics to hold his job. To get such a man the association will have to pay a large salary—larger perhaps than the present income of many of its members, but whatever the salary the job is worth it. There is not an industry today which is not being held back by handicaps which are beyond reach of the individual business, but which could be swept aside if tackled by a man big enough for the job. The printing industry, for example, is over-equipped. Millions of dollars are being lost annually. A man is needed who can double the demand. Your trade association is no different from your own business—its success requires the undivided enthusiasm and energy of a man who is big enough to see his job and do it.

A Gift Your

The Dartnell Salesman's Data Book for 1923

AMONG the important improvements in this year's data book are: a more dignified cover design; all record pages ruled in blue so that black entries will stand out; the addition of map pages showing railroad connections and distances between cities.

A section has been added for keeping income tax records; also sales by days for the entire year; a comparative monthly sales record; and the daily reminder for call backs and important appointments.

Nearly all the other features which made the 1922 Data Book so popular have been retained, including the bits of selling wisdom embodied in the red foot notes at the bottom of the memorandum and diary pages. The hotel guide has been brought up to date; additions have been made to the list of selling suggestions contributed by notably successful sales managers. A set of ten pertinent tests has been added to help salesmen in analyzing their work.

Bigger and Better — Reduced Prices



Some of the Concerns Who Give Their Men a Dartnell Data Book for Christmas

La Crosse Clothing Co.....	30	Merchants Trade Journal.....	50
Index Visible, Inc.....	48	Zenith Carburetor Co.....	19
Richmond Hosiery Mills.....	100	Humphrey Co.....	15
Fitzpatrick Bros.....	36	Periodical Publishing Co.....	12
Roundy, Peckham & Dexter.....	36	Bay State Milling Co.....	31
The Denney Tag Co.....	55	Brazilla Co.....	12
Bayuk Bros.....	65	Bridge & Beach Mfg. Co.....	24
Osborn Mfg. Co.....	40	Argus Mfg. Co.....	36
Simmonds Mfg. Co.....	125	Fritzsche Brothers, Inc.....	18
Seamans & Cobb.....	30	American Crayon Co.....	12
Mutual Life Ins. Co.....	40	A. C. Gilbert Co.....	12
Panama Lubricants Co.....	30	Millwood-Brackett Co., Inc.....	12
Calumet Baking Powder Co.....	150	H. B. Glover Co.....	38
Penick & Ford Co.....	30	The Massey Hdw. Co.....	38
Taggart Baking Co.....	50	Bemis Bro. Bag Co.....	12
Nat'l X-Ray Reflector.....	36	Southwest Cracker Co.....	17
Sunlite Aluminum Co.....	50	Huntington Rubber Mills.....	12
National Carbon Co.....	110	Holophane Glass Co., Inc.....	12
Continental Jewelry Co.....	36	The Economy Service.....	12
Globe Gazette Ptg. Co.....	95	Davol Rubber Co.....	15
Loose-Wiles Biscuit Co.....	30	Fisk Rubber Co.....	24
Johnson Biscuit Co.....	30	Dayton Power & Light Co.....	12
Rauh & Mack Shirt Co.....	30	Stevens Sash & Door Co.....	12
Wm. Seyler Co.....	30	U. S. Hoffman Sales Co.....	12
Fuller Brush Co.....	142	Wilmort Mfg. Co.....	18
West Bend Aluminum Co.....	42	Pacific Desk Co.....	24
Faeth Iron Co.....	48	The Mennen Company.....	21
Bristol Co.....	45	The Alling & Cory Co.....	12
Autographic Register Co.....	50	The H. Black Co.....	32
John Morrell & Co.....	108	R. Wallace & Sons Mfg. Co.....	12
R. L. Dollings & Co.....	58	Central City Chemical Co.....	15
Goodyear Tire & Rubber Co.....	98	The Bristol Co.....	24

and more than 200 other concerns

APRIL

TUE. 17

WED. 18

THU. 19

FRI. 20

SAT. 21

SUN. 22

MON. 23

The salesman who falls down gets up a lot quicker than the one who lies down.

TEN TESTS OF SALESMANSHIP

customer, perhaps? Did you mention names and actual figures instead of saying "one of our customers," or "it cost us a heap of money"? Were you specific? Did you have letters in your pocket from your sales manager, disinterested authorities, advertising literature and other documentary evidence which you could use whenever opportunity afforded? And did you use them whenever you could?

But in introducing this documentary evidence were you careful not to brand yourself as a salesman whose word could not be accepted at its face value without proof? In other words, were you careful not to overdo these "proving up" tactics?

9. Did You Use Good Tactics at the Close?

If you did all these things (provided the prospect needed what you were selling and had the money to buy it), possibly your lack of success was due to misjudging the right time to close?

Did you carefully feel your man out, and were you sure that you had caused him to "sell himself" before you asked for his order?

When you finally did ask him for his order did you ask him as though you expected it, or as though you were afraid he would not give it to you? You know your attitude often counts for more than what you say.

Did you wait too long to introduce the order, so that he was scared of it, or did you introduce it early in the interview and use it as a part of your canvass, so that the buyer was well acquainted with it when the time came to say "sign here?"

When he balked, did you bring into action the reserve appeal which you have just for that purpose, or did you stick your tail between your legs and run?

10. Did You Leave the Way Open for a "Come Back?"

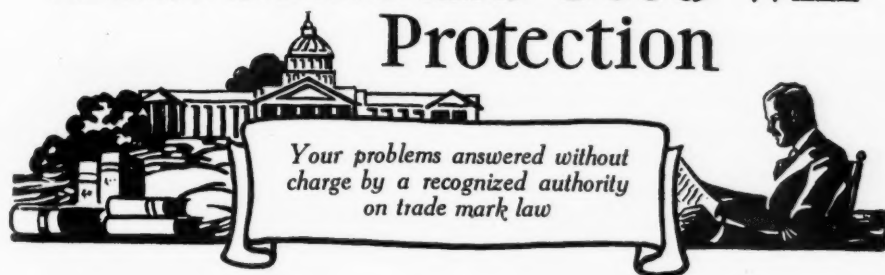
Are you absolutely sure that you couldn't have had the order if you had stayed with your man a few minutes longer? You know it was the last turn of the screw after years of trying, that made the telephone a commercial success instead of an abandoned hope. Many a sale that seemed lost has been pushed over by a final try.

In planning your "come back" interview, remember that you must begin again from the ground up if you wish to win. Cooled-off enthusiasm is harder to revive than dead love. Do nothing that will suggest to the prospect your previous defeat. Having satisfied yourself as to the best plan of attack, make up your mind to get that man's business and get it.

After all, salesmanship is mostly a state of mind. The salesman who makes up his mind to get business usually gets it. The fellow who hopes he can get it keeps hoping. And the man who feels there is not much to try might just as well stay at home.

Published and Sold by **THE DARTNELL CORPORATION**

Trade Mark and Good Will Protection



Advertising's Influence on Trade-Mark Rights

Minneapolis, Minn.—Having seen recently some reference to administrative policy at Washington which requires that advertising statements should conform to inscriptions on the goods, I wish to inquire whether this applies to trade-marks or only to labels.—B. & P.

The statements to which you refer doubtless have reference to collateral advertising covering products that come within the scope of the Food and Drug Act. The officials of the U. S. Bureau of Chemistry, Department of Agriculture, who are charged with the enforcement of the laws to prevent misbranding, have no jurisdiction over collateral advertising as such. But they have taken, latterly, to scrutinizing collateral advertising in order to ascertain each advertiser's own construction and interpretation of the statements—often brief or ambiguous statements—which appear on his labels. To an extent, we have here an indirect censorship of drug labels.

In the case of trade-marks, it has been less common practice for examiners at Washington to turn to advertising to ascertain the intended meaning or significance of a brand name. It is, however, a custom that is growing. Trade-mark censors, when in doubt whether a mark for the registration of which application has been made is a bona-fide trade-mark or only a disguised grade-mark, are apt to scan closely the catalogues of the applicant to ascertain just what function the mark performs. An incident that indicates the possible influence of advertising upon trade-mark status, and which has "local color" for sales managers, occurred in the course of a recent brush between Louis Philippe and Alfred J. Krank, sellers of toilet specialties.

The bone of contention was the word "Lemon," used in connection with the words "cleansing cream" or an equivalent, and each party to the contest accused the other of deception in the employment of the word in that there was imputed the presence in the preparation of a considerable proportion of lemon juice. In the hearing of the case, one of the legal duelists scored heavily against the other by bringing in evidence that the latter's sales manager had advertised the goods with a picture of a lemon being squeezed so that the juice dropped into a jar of cream, together with words indicating that lemon juice was in the cream. In reply, the manufacturer for whose benefit such advertising had been prepared, brought forth evidence to prove that the false advertising was originally inserted without his knowledge and that he ordered it stopped as soon as it came

to his attention. The Commissioner of Patents who umpired the case ruled that this instance of temporary and unauthorized deceptive advertising was not sufficient to abate the rights of a trade-mark owner.

Increasing Identification by Color

Waco, Texas.—Can you tell me whether my firm would be within its rights if it used a red arrow as a trade-mark when a competitor is using a red ball? The colors are different shades of red.—M. G. Jr.

Provided you have not been "anticipated" in your field, there is no reason why you should not adopt an arrow symbol in the face of the use of a disc or ball by another. But when it comes to a duplicate use of color the risk is greatly increased. Indeed, there is danger ahead if your goods would be known as "Red Arrow" brand and the wares of the trader already in the field are designated by buyers as "Red Ball" make. That parallel use of color is to be avoided, other things being equal, was attested by a recent episode in the vacuum cleaner market. Daniel B. Replogle, whose mark consists of a red ring with the words "Red Wing" on vacuum cleaners and accessories, was sustained at the U. S. Patent Office when he opposed the registration by the United Electric Company of a mark consisting of a red band applied to the base of the coping about the motor of a cleaner.

Careful Identification in Package Selling

San Francisco, Calif.—We are considering placing on the market in package form a product that we have for a considerable time past sold in bulk. We have made use of a brand name on the bulk product but have not stressed the identification. Would we incur any added obligations in connection with the use of this trade name on the packaged goods?—C. P. Co.

If you have a clear title to your trade-mark, grounded on prior use in interstate commerce, you are, of course, within your rights in extending use of the mark to package goods. As a general caution, however, warning may be sounded that the courts are particularly exacting with respect to the identification of goods in package form. In cases such as that of the United Drug Company versus the Royal Manufacturing Company, judicial arbiters have taken the position that extra precautions should be taken in identifying package goods to the ultimate consumer, because selling goods in packages is characterized by expeditious service and prompt delivery, and a purchaser may not be as careful to verify his specification as he would be if the bottle or other container were filled, labeled and wrapped in his presence.



Ready!

Walter F. Wyman's new book

Export Merchandising

405 pages, 6x9, illustrated,
\$4.00 postpaid

THIS volume from the pen of an internationally-known merchandising executive promises to set a new mark in export literature. It will be heartily welcomed by every sales executive seeking a sound, practical guide to the best export merchandising practice of today.

Every step in export selling covered

IN EXPORT MERCHANDISING Wyman has given the business world a book that is inspiring in its revelation of the opportunities in foreign trade, and sane and practical in its detailed listing of the things that must be done to attain a permanent and profitable export business.

Every step in exporting, from the construction of the initial selling campaign to the collection of money for goods sold in foreign fields, has been thoroughly and interestingly covered by the author. And every page—every sentence—has been illuminated by those flashes of sound philosophy which give all of Wyman's writings a peculiar and enviable distinction.

36 chapters of sound philosophy and practical advice

Wyman's book tells you how to organize for export—how to secure and train salesmen—how to develop export trade by correspondence—how to advertise—how to use catalogs—house organs, motion pictures and samples—how to plan selling campaigns—how to select agents, etc. There are examples of successful export sales campaigns—chapters listing the qualifications of the export manager—chapters on indirect exporting and the export commission house—there is a helpful discussion of the work of the foreign credit man and the obtaining of data on foreign credit risks, and a chapter full of valuable information on fraudulent export schemes. The book as a whole is a distinct contribution to the literature of export selling, combining in just the right proportions the fundamental principles of successful exporting and the details and methods of established practice.

Examine this new book for 10 days FREE

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York.

You may send me for 10 days' examination EXPORT MERCHANDISING, \$4.00 net, postpaid.

I agree to return the book, postpaid, within 10 days of receipt or remit for it.

Name _____

Address _____

Official Position _____

Name of Company _____

SM-11-25-22

Merely to Keep the Record Straight

TWO of our valued contemporaries have recently made serious errors in computing the **display advertising** lineage of the Chicago Evening American for the month of August, 1922, and the period January 1—August 31, 1922.

Their statements show the Evening American to have suffered losses during these periods, when as a matter of fact

The Evening American GAINED 248,443 Lines

*of total display advertising from Jan. 1 to Aug. 31, 1922
and
13,544 lines total display advertising during Aug., 1922*

This is how the error came about: During the greater part of 1921 the CLASSIFIED lineage of the Evening American (the classified department being new) was measured by the Advertising Record Company as DISPLAY lineage.

Since September 1, 1921, The Evening American's CLASSIFIED lineage has been measured by the same Company AS CLASSIFIED and not as display.

So that in any comparison of 1922 DISPLAY lineage against that of 1921, the CLASSIFIED lineage of 1921, prior to September 1, must be deducted to give an accurate and just result.

The Evening American feels that this explanation is due to its advertisers not as a rebuke to its contemporaries for an error which was no doubt innocently made, but in justice to its own record, as it is

The Only Evening Newspaper in Chicago to Show a Gain in Display Advertising During the First Eight Months of 1922 Over the Same Period of 1921

CHICAGO EVENING AMERICAN

The Outlook for Price Maintenance

By Waldon Fawcett

During the last few months we have received several letters from subscribers asking about the present status of price maintenance. What has been done since the Beechnut decision? Are there any bills in Congress from which relief might be expected? How does Hoover stand on the subject? Will Kelly introduce a new bill? So that you may have dependable and up-to-date information on these and other questions we have asked Mr. Fawcett to do a little gum-shoe work in the capitol and let us have a report. Here is the report.

YEAR by year the Supreme Court of the United States has been merily whittling away the fancied rights of the fixer of re-sale prices. Under the Sherman anti-trust law, and latterly under the Clayton Act, the highest court has rendered its piece-meal interpretations until seemingly every aspect of the issue has been covered. Due perhaps to changes in the personnel of the court, there have been seeming contradictions in some of the mandates. Occasionally, as in the Colgate case, there is a gleam of hope for the disciples of price uniformity. But, by and large, the drift has been steady and unrelenting toward a prohibition upon price restriction under the present law. Of what use is it to the seller if he can "fix" his re-sale prices but cannot enforce them. He did not need the Supreme Court to tell him that he could politely recommend ultimate quotations to his distributors.

The Beechnut Muddle

As the last straw to break the camel's back, came the Supreme Court decision in the Beechnut case. In effect it served notice upon the organized and unorganized forces of price standardization that they must either find warrant for price perpetuation all down the distributive line to ultimate consumers or else abandon all pretense of price stabilization. The Beechnut case, it may be remembered, upheld the power of the Federal Trade Commission to prevent re-sale price maintenance by issuance (upon complaint of competitors or customers) of its orders to "cease and desist." Any new blow to the languishing cause of price maintenance was serious enough but this one went to a vulnerable spot. It seemed to reveal the Trade Commission as a friend turned foe. That impression has been deepened by the action of the Trade body in issuing, on the heels of the Supreme Court ultimatum, a dozen or so fresh complaints against would-be price enforcers.

Take a straw vote at any gathering of sales managers this past half a decade and you would have had an overwhelming majority expressive of the belief that the Federal Trade Commission was friendly to the cause of re-sale price fixing. Frankly, there is reason to believe that one reason why the price maintenance procession has lagged in recent years is that many sales executives have looked toward the Trade Commission with a "Let George do it" expression on their faces. Having formally recommended to Congress that price maintenance be legalized, the business mentor was

counted upon to bring it about in due course. To be sure, the war had interfered with all such forward-looking movements. But your complacent sales manager has lulled himself with the thought that, given its own good time, the Trade Commission would win for him the blessing, just as it is working hand over hand toward the banishment of commercial bribery.

That the defenders of standard prices on trade-marked goods have thus tumbled into the pitfall of over-confidence has been due entirely to disregard of the birthdays slipping by. The Federal Trade Commission, or at least a majority of its members, stood staunchly for price standardization and told Congress so, right to its face in the year 1918. But this is 1922, and nearing 1923, and the line-up has changed. W. B. Colver was Chairman of the Trade Commission five years ago and is accredited with the authorship of the report which was sent to the national legislature saying that the long-sought legislation would be "in accord with the spirit of the times." Mr. Colver has gone. Victor Murdock, alone, of the Commissioners who signed the report, remains on the job. Some of the newcomers on the Trade Commission are frankly antagonistic to price standardization—not so much, I find out, from fear of price uniformity as because of stern dissent from the doctrine that any control of merchandise can continue after title has passed.

Federal Trade Commission's Stand

Rubbing their eyes after the latest reverberation from the Supreme Court, the Rip Van Winkles of re-sale price fixing have evidently awakened to realization that the Federal Trade Commission cannot be counted upon to pull chestnuts. Here lies the explanation of the latest—the radical turn in the price maintenance movement before Congress. It is a development which gives prospect of not one, but two, separate and distinct proposals for price standardization. That is an innovation in earnest.

Emboldened by the lapse of the Federal Trade Commission, one wing of the price maintenance forces now proposes to rid the prospective legislation of certain features which were inserted in the pending bill in deference to the Trade Commission, but which have always been irksome to many sales interests. When the majority of the Trade Commissioners placed their O. K., in 1918, upon the price maintenance proposition they made the reservation that it would be unwise to vest with the manufacturers of articles

the right, without check or review, both to fix and compel the maintenance of re-sale prices. It was suggested that there should be review of the terms of re-sale contracts and a revision of re-sale prices by a disinterested agency.

Bowing to the suggestion for price censorship, the enthusiasts who were eager to win price maintenance at any price, incorporated in the Kelly Bill (successor of the traditional Stephens Bill) provisions for the filing or registration of price schedules, and terms of settlement, with the Federal Trade Commission as a prerequisite of price pegging.

Book Publishers in Arms

It was a wry pill, this addition to the bill, for many sales interests. The seller of standard articles need not worry if his line happened to be comprised of a comparatively few sizes and models that were not sensitive to changes of fashion. Very different was the viewpoint of the marketer whose line comprised hundreds or thousands of separate items that would have to be individually registered, not to mention the prospect of revisions of prices and patterns each season.

The dissenters to the Trade Commission version of price maintenance have been growing in influence in recent years. For example, the book publishers who have lately rallied to the cause, have shuddered at the registration annex. So it was not strange that, if the Federal Trade Commission grew cool toward the cause, the old guard should chuck the registration encumbrance. That is what has come to pass in a bill that is slated for introduction at the next session—by whom is not yet announced, though chairman Winslow has been asked, as is becoming his position at the head of the Interstate and Foreign Commerce Committee of the House of Representatives. Ostensibly the purpose in reframing the price standardization bill has been to simplify and concentrate, but it has been accomplished mainly by eliminating the sections that contemplated systematic governmental supervision of pegged prices.

Two camps of price stabilizers we will have on trial of Congress in this new campaign, because some of the pioneers in the movement do not follow those who would part company with the ideal, born of the Federal Trade Commission. Representative Kelly of Pennsylvania, veteran proponent of price maintenance in Congress, and sponsor of all the later editions of the enabling act, is among the conservatives. He is convinced that it is unwise to attempt to put through a bill

Forward-Looking Sales Managers

Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago
Harrison 6350 Wilson V. Little, Supt.

that would permit price fixers to throw off the harness. Perhaps it is a conviction born of the suspicion that Congress can never be persuaded to sanction free-for-all and unbridled price fixing. Be that as it may, Congressman Kelly tells me that, while he is sympathetic to all movements for price standardization, he will stand by his ideals and continue to press his pending bill for which he hopes to get a hearing at the coming session of Congress.

To compensate for any support that may be lost in the quarter of the Federal Trade Commission, the promoters of the new simplified school of price fixing are bidding for the endorsement of Secretary of Commerce Hoover and his organization. Reports in the newspapers that the alternative for the Kelly Bill has been drafted with the "co-operation" of the officials of the Department of Commerce are, perhaps, putting it a trifle strong. Herbert Hoover has voiced, at various times, personal expressions that might be interpreted as sympathetic of price standardization. But nobody at the Department of Commerce will admit that so much as honorary membership has yet been accepted in the price standardization "bloc." At any rate, resurrection for "price maintenance" is on the way. In discussion there is hope.

The "Special Privilege" Salesman

(Continued from page 80)

ing them in advance, just to bring it out. I do not believe in easing up on the ritual of business. I do not think it is a kindness to a salesman, to constantly feed him praise, praise and still more praise, on the slightest provocation, merely because he has caused Smith & Brown to place an order for three dollars' worth of unexpected business. I do not believe in the out-of-training scheme, where a sales manager coddles this or that man, merely because they have performed their duty with an added sense of sincerity.

"Men can't stand it. Praise goes to the head with all the subtle certainty of rich vintage. Every glib and voluble 'Well-done-old-man' is another bubble that gets in their nose. Too many of them and too much froth will muddle the brain of the cleverest.

"The most earnest and ambitious workers in the field of salesmanship are those who feel you think they have *not done quite as well as they might*. Incentive is made of uneasiness. The too-sure-of-his-job employee seldom advances in correct ratio. An ounce of challenge, of urge, of pitting salesman against salesman, is better than a pound of careless flattery.

"The pity is, 'tis true. Life would be a great deal sweeter if achievement could be met face to face with unstinted praise and little hunks of cautious special privilege, but human nature has her own way of breaking down a man's barriers of self control. Most of us would ten times rather walk the line of least resistance than the chalk line."

The Woodstock Typewriter

Have a letter written on any of the standard makes of typewriters.

Then have the same letter written on a Woodstock.

Ask any competent critic to pick out the neatest letter.

The reason is built in the machine.

(Ask for demonstration)

Woodstock Typewriter Co.

33 North Dearborn Street
Chicago, U. S. A.



The Branch Manager and Your Credits

II—What is the Best Way to Train a Branch Manager to Be a Competent Judge of Credits?

By the General Manager of a Large Corporation

The first part of this article, dealing with the control which a branch manager should have over credits, was published in our September issue. In that same issue attention was called to the importance of adopting a less rigid credit policy. Since that time failures have steadily decreased. While we can still be lenient in regard to extending credit, it should be pointed out that present conditions will not continue indefinitely. A reaction is to be expected. Credit policies should look forward to that time, and in the meantime train your field men in the fundamentals of credit—it is closely related to sales.

IN the development of the branch manager from the credit angle it is important that at the earliest possible moment these credit limits be set by recommendation of the branch manager, subject to the approval of the credit man at headquarters. This process develops the credit experience of the branch manager. It causes him to analyze and weigh the reports made by references given by the new customers, and to check these against the mercantile agency reference books and the financial statement of the buyer. Particularly in the case of branch managers without previous credit experience and with branch managers who have handled credits simply by rote, the recommendations made after this process should be accompanied by reasons for the recommendations. In this "master and pupil" stage such a course is most advisable, because it gives the credit man at headquarters an insight into the workings of the branch manager's thoughts and enables him to correct trains of thought as well as conclusions. It can easily be seen that a branch manager might well recommend a credit limit which in itself would be correct, but arrived at through a course of reasoning entirely incorrect.

What One Branch Manager Did

In this connection the practice of one of my most intimate friends is head and shoulders the best that I ever ran across. It will be necessary briefly to describe him. He is one of the youngest branch managers in his enterprise, which includes a credit man of national standing and importance. Before his appointment as branch manager he had made a most enviable record, first in small-town and small-city sales, and later as a big-city salesman. He was chosen as branch manager largely upon his personal sales record, plus the ability he had shown in securing, training and coaching junior salesmen for work under him in his big-city circle. He came to branch managership with a very thorough knowledge of what the home office expected, from a credit angle, of the salesman, but without the slightest real knowledge of what use was made of the information he furnished as a salesman or of the real basis and function of credit.

He was quick to see that the branch manager must be many men rolled in

one, and that one of these men was a credit man. Consequently he sought from the very start to master credit-granting. Because of his entire absence of credit experience he was limited in the opening of new accounts on a credit basis to amounts not over fifty dollars. He was held strictly to the credit limits already established on existing customers and, as a further precaution, was forced to refer to the headquarters city all credit questions involving more than two hundred dollars, regardless of the past record of the account. While this meant no small sum in telegraph and long distance telephone messages, he recognized his inexperience and also, from the very start, the fact that business is conducted for profits rather than for the education of employees.

An Effective Coaching Plan

Before he became resident manager of the branch office he took advantage of the usual trip to headquarters in such circumstances, to confer at great length with the credit man. Not only did he endeavor to gain a working basis for his further education, but he deliberately and successfully sought the friendship rather than the acquaintance of the credit man.

From the start he had an extra copy made of all letters which he wrote to headquarters on credit problems, and the credit man gladly consented to instruct his stenographers to send all letters in duplicate to this branch manager.

This enabled my friend to build up a loose-leaf book covering all correspondence on credit matters. It enabled him to keep his correspondence files always in the best of shape, as he had no reason to retain any correspondence more than for the needs of the moment, since he had copies of all his correspondence in a binder on his desk.

It will be interesting to every branch manager to know that a prominent educator to whom I recently described this system points out that it is entirely in harmony with the "case system" of teaching, which has proved such a notable success at the Harvard Law School and which has been so generally adopted elsewhere as a result of its success at Harvard. At first this system was in every way satisfactory, but by the time a hundred letters had been exchanged

my friend found that instead of filing these letters in a single binder and in chronological order, some other method was needed. When a matter came up on any given credit angle, unless his memory alone was sufficient to locate quickly all previous letters on this particular angle, waste time in searching through the entire correspondence inevitably ensued. So the next refinement was a division in filing by topics.

It is very clear to anyone that this method of acquisition of credit knowledge by means of recommendation and approval, plus criticism of recommendations by an expert, followed by the upbuilding of a text-book, contains many valuable features. To one who has had the privilege and pleasure of reading the entire correspondence, its value is unquestioned. The hours I have spent with my friend and his "credit books"—for now they are several—are considered by far the most valuable in my business career. For in the correct handling of credit problems there is a wealth of merchandising, and in the study of actual cases and the principles, strategies and tactics involved there is a definiteness which cannot be surpassed.

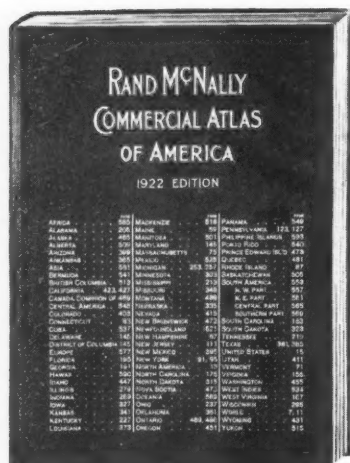
Membership in Local Association

One of the best practices that any branch manager can adopt is alliance with the local credit men's association. This not only automatically insures adequate thought on credit matters along broad lines, but it leads the branch manager to think of many phases which otherwise he would not connect with the handling of credits. It brings him to a realization that local, state and national legislation are involved in credits. It leads him to know and to support measures which will protect the seller from the dishonest buyer, and thus make his own credit work easier and safer.

One of the best methods for any enterprise to pursue in the handling of its credits in branch offices is to combine the "case system" of instruction of the branch manager and the membership of the branch manager in a local credit men's organization with a method whereby the branch manager's ability to pass upon credits is constantly tested by the credit man at headquarters. When the time comes that the branch manager has shown through his recommendations pre-

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gives you a clearer understanding of your markets

Get the Atlas
on 10 days'
free trial!

MAIL the coupon below. We will send the Commercial Atlas to your desk—for 10 days' free trial. Apply its wealth of business information to your own problems. If at the end of 10 days you are not entirely convinced of its value to you we will take it back—without cost to you.

Thousands of large concerns all over the country—leaders in their lines—are regular subscribers to the RAND McNALLY Commercial Atlas. They refer to it many times every day. It is at the elbow of the men who organize sales. It guides the men who route the shipments. These executives say they could not get along without it. And so will you!

Work with the Atlas
beside you

Make decisions that influence the future of your business in the light of the complete and accurate information in the RAND McNALLY Commercial Atlas. Refer to it when you route your salesmen from market to market. Launch your sales campaigns where the Atlas shows the centers of population to be. Ship your goods the shortest, quickest way, as shown by the Atlas. Consult it as you get orders from cities, towns and villages near at hand or remote—it shows how to make deliveries promptly and economically! Once you have used this truly extraordinary reference book, you will wonder how you ever got along without it. For it shows the possibilities of each market. It will save you and your whole organization time and money.

A Wealth of Business
Information

There's a vast amount of usable and valuable information between the covers of the RAND McNALLY Commercial Atlas. Its clear and accurate statistics show you the business facilities of every hamlet, town and city in the land. Whether there is a railroad station, post office, express office and telegraph office. The Atlas indicates centers of population and the latest changes in population. It spreads the transportation systems of America before you. It shows railroad trunk lines, junctions, short cuts; trolley lines; steamship navigation routes, ports; auto roads. It contains individual maps of every state in the United States, maps of Canada, Central and South America, and Continental Maps of the World. There are 540 pages, 300 maps, 96 double page maps, 21x28 inches.

Mail this Coupon

All you have to do is to fill in and mail the coupon below. The RAND McNALLY Commercial Atlas, price \$35.00, will come free for ten days' inspection, all carrying charges paid. Prove for yourself how it can help you many times a day. You can't afford to be longer without this standard business reference book. Mail the coupon today.

RAND McNALLY & COMPANY

Map Headquarters

Dept. 15-L, 536 S. CLARK STREET

CHICAGO

RAND McNALLY & COMPANY, Dept. 15-L, 536 S. Clark Street, Chicago

Please send RAND McNALLY Commercial Atlas for ten days' inspection. If at the end of ten days we desire to keep the Atlas, you may bill us at \$35.00; if not, we will return the Atlas to you, express collect.

Date.....1922

Name of Company.....

Address.....

Signed by.....

sumed ability to pass upon credit in supervision rather than by direction, the usual rules are suspended.

Then the branch manager is encouraged, in cases where time is a vital factor, to pass upon credits, reporting what he has done and why he has done it. These cases then become recommendations in the past tense, inasmuch as action has preceded the referring of the matter to the credit man at headquarters.

At this stage the credit man should be analyst as well as judge. He should not only approve or disapprove, but he should give the branch manager the benefit of his full thought on the case in hand. He should not rest content with merely telling where the branch manager erred or was correct, but should check the entire matter and show just what he would have done and just why he would have done it, including all minor as well as major details.

If the branch manager is worthy and able it will not require more than a few successfully and carefully handled cases for the credit man at headquarters to know that he can remove certain limitations entirely and substitute for rigid rules a great degree of elasticity.

Now let us turn for a moment to a consideration of the branch manager's full problem. This is nothing less than the securing of the greatest fair net profits for the parent enterprise through his conduct of the branch. Obviously this can come about only when the branch renders the highest possible type of service to its customers. One valuable form of service is prompt handling of all orders which affect the branch house relation to its customers.

Branch managers who, through education and ability to assume correctly credit responsibility, can improve the service of the branch house immeasurably. They can show new customers prompt service on their initial order, providing the customer is worthy of credit and the branch manager is capable of promptly passing on the credit risk. The branch manager can bring new respect and new confidence into branch house salesmen if and when they are permitted to exercise the credit function and to make decisions without delays incident to referring credit matters to headquarters.

The branch manager can gain in respect in the eyes of branch house customers by being placed in a position to make credit decisions the moment credit problems are presented and the material for their solution is available. While every branch manager gains the art of appearing to be entirely free from the need of referring matters to headquarters (when he does not find it highly advisable to hide behind the home office), each branch manager who is over-restricted by rules and formulas knows that he loses in reputation by the inevitable delays involved in such a method. But the branch manager should recognize as a fact that his position does not entitle him to pass upon credits. Only ability, and proved ability, gives him this right.

A Davis Letter that Broke the Record

By Richard W. Freeman

Advertising Manager, Frank E. Davis Fish Company, Gloucester

Frank E. Davis is known for two things—the excellent quality of his fish and the equally excellent quality of his sales letters. The two make a combination hard to beat. Last August we heard about a birthday party that was being held for Mr. Davis and we asked Mr. Freeman—one of the ring leaders—to tell us about it. Perhaps it is an idea which other SALES MANAGEMENT subscribers can “lift.”

WE are very glad to tell the readers of SALES MANAGEMENT something about the recent “birthday” sales letter that we mailed to our customers this August. Of course, people in sales and advertising work regard it as a sales stunt, and perhaps it is. But since the main factors in it were true, and since the letter only hits off rather well the atmosphere of our establishment, it might be classed as somewhat more sincere than a sales stunt.

The “birthday” letter was only one of several sales-getters that were active during August, so it is impossible to give all the credit for what was achieved in August to it alone. The July rotogravure circular, the June 4-color lithographed circular, and some tests on mail order names were each obtaining some business during August. This much can be said for the “birthday” letter, however, that all the business it pulled was clear velvet; it was just exactly so much business that we would not have had without it. What we did in August this year was to increase the number of orders over a year ago by thirty-two per cent, and over two years ago, our previous biggest August, by three per cent. And we would have been way under both of these years without the letter.

The letter went out August 11 and began pulling August 16. During the two weeks of its life the results were unexpectedly large, and to our mind rather extraordinary, for besides bringing in a big volume of business, it caused over two hundred people to write in a personal message. It is interesting to note that while the life of the letter was only two weeks, compared with the several months of our regular circulars, it brought in during those two weeks just as many orders as we get in the first two weeks with a regular circular. In other words, as many people

responded to this sentimental bid for business as do to our regular appeal to their appetites.

Just one more statistical feature: in the last paragraph of the letter we said: “Do you mind sending in your orders

wanted to help out, even in a small way, a cause that struck them as praiseworthy.

The “birthday” letter aptly illustrated the selective influence that a certain appeal exerts. Undoubtedly the sentimental character of our appeal automatically segregated those individuals whose natures it seemed to touch, from the larger group which it left cold, and who let it go past without action.

Almost all of the two hundred personal replies, after congratulating Mr. Davis on his birthday and his loyal organization, made the point that it was gratifying in these days of strikes and unrest to know of one concern where harmony seemed to prevail. A large number of people ordered who had been inactive for many months. Several sent in home-made verses commemorating Mr. Davis’ birthday, or the fish that he sells. There were four skeptics out of the two hundred who wanted to know if we thought we were kidding somebody, or who called the letter bunk. Half a dozen complaints were brought to the light of day, and promptly adjusted. One dear lady said she did not like fish, but wanted to help along the birthday idea, so sent a dollar bill to Mr. Davis. We sent her a selected package of fish and asked her to try them, and she wrote back enthusiastically that she found she did like them, didn’t know they could be so nice, etc., etc.

Aside from producing helpful business in a quiet month, this little letter on its multigraphed letter-head had one other important result. It proved to us that we had sized up accurately the attitude which Mr. Davis’ public has toward him, as the kind-hearted, bluff but honest old Gloucester fisherman, who is sincerely trying to give folks good fish first, and then at a profit if possible. It showed what a valuable asset good will is.

The Frank E. Davis Club Gloucester, Massachusetts

whose officers are

Helen Van Camp, Pres.
Richard Freeman, Vice-Pres.

Helen Corcoran, Sec’y
Katherine Morrissey, Treas.

August 21, 1922

Dear Friend.

We are a little social organization of the employees of the Frank E. Davis Fish Co. We hold meetings in the reception room after hours, have parliamentary rules, go on picnics, boat rides, and everything.

Would you like to help us “put over” an idea of ours? August is Mr. Davis’ birthday month. We want to surprise him with a present of the best August business he has ever had, and make less trying the dull period in the fish business that usually comes during this month.

Mr. Davis is away looking over the Nova Scotia plants. He didn’t provide for a circular and thinks there won’t be much going on here. And we guess there won’t unless you help. We are taking the liberty of sending you an order blank and return envelope. If your dealings with Mr. Davis have been pleasant; if he has always sent you good fish, maybe you will feel like sending in an order right away, to help us give him such a birthday as will gratify his honest old heart. For he’s a fine man to work for, and we are very fond of him.

The Davis Club would never ask this of you if we didn’t know that in pleasing him, you will also be treating yourself to some very appetizing midsummer meals.

Do you mind sending in your order now, for any amount you please, however small or large?

Gratefully yours,

Allan Hovey
Chairman, Birthday Committee

now, for any amount you please, however small or large?” We put the word “small” ahead of “large” to reassure the readers that we were not grasping, and it is interesting to observe that they took us at our word. The size of the orders was just a third smaller than our average order. It did show that people

To Sales Executives—

A Suggestion for Your Christmas Remembrance List!

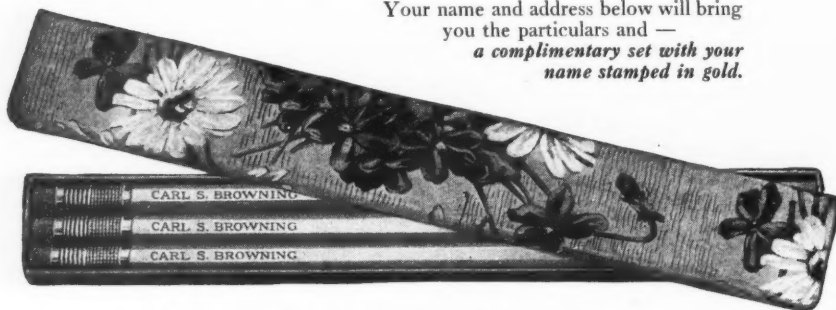
Individual "NAME-PENCILS"

A Popular Personal Appeal

We quote from the Eli Bridge Co., Roodhouse, Ill.:

"Rest assured we are more than satisfied with the results of the Individual 'Name-Pencil' sets we bought of you and believe they are the best advertising proposition we have sent out for the amount of money it cost."

Your name and address below will bring you the particulars and —
a complimentary set with your name stamped in gold.



FARRAR-PRATT, INCORPORATED
552 Seventh Avenue New York

Name _____ Position _____

With _____

Address _____

Questions Value of Autos for Salesmen

Since reading the article on "Closed Cars for Winter Calls" in the October issue, I have been wondering if there is another side to that question, or if our own experience with automobiles has been one of the exceptions that prove the rule.

In the first place, we have found a number of men doing a little livery work on the side, taking friends of theirs who have the same route along with them on trips of one or even more weeks. This invariably results in either hurrying or slowing our men—and must have the same effect on the other salesmen as well. You can imagine how easy it is to put across a sale when your partner is sitting outside in the car, honking the horn every few minutes to remind you that he is through and ready to go on to the next town. One of our dealers wrote in just last week, complaining that he did not feel he was getting the right kind of attention from the salesman when he was so apparently anxious to be rushing on.

Along a similar vein, we feel that the use of a car makes it too easy for the buyer to put a man off. When a salesman arrives on the morning local and can't leave town until noon or after, the dealer isn't going to tell him to drop around on his next trip quite so readily as when the salesman's car is standing out in front. The dealer knows it will be easy for the salesman to see another customer, or to get on in a hurry to the next town, without much effort. Naturally, he follows his natural inclination to put it off until next time.

By the same token, the salesman with a car is apt to skim his territory for number of calls and mileage, instead of staying long enough to sell each buyer a full bill. This is particularly true of our line, which comprises several thousand items and is so large that no salesman can begin to size up a customer's stock from every angle in an "off again—on again—gone again" interview. He is very apt to get in a rut, selling his pet numbers.

The fourth point is one that I'm sure every sales manager has found true, if he will analyze the situation. That is the tendency of men who use cars to shorten their working week. There is a powerful magnet, in the form of a wife and family or a sweetheart, pulling every man on our force back home, from the time he starts out Monday morning—if he actually does—until the latter part of the week. A car makes it just so much easier for him to rush over his territory and rush home again just as soon as possible. The car makes him so independent of train schedules that he can smooth his conscience over that short week by pointing to his mileage record. No one would object to a man's getting home to his family a day or even two days earlier every week, if he could do it and at the same time sell as much or more goods as in a full week. But we haven't found that possible, by a long way.

E. V. S.

House Magazines

5,000 for \$190



Pocket-size, 3¼ x 6¾ inches, cover in two colors, individual name, 12 pages of reading matter by William Feather. Your advertising appears on cover pages and on 4-page section in center.

We edit and print HOUSE MAGAZINES in three standard sizes, and have basic prices in quantities from 1,000 to 25,000. A high-grade service used by 30 different companies. No salesmen; no contracts. Write for samples.

The William Feather Co.
611 Caxton Building
Cleveland, O.

Prove It— Show Him the LETTER!

SALES arguments of sincere salesmen are often taken with "a grain of salt." Hard shell prospects want proof. You could stamp out suspicion, create confidence and get the order in many cases if your salesmen were equipped to show "testimonial" letters received from pleased customers or "prestige" orders from big buyers. Why not place power behind the "testimonials" reposing in your files. We make photographic copies of anything printed, written or drawn. Letters, contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set ups. Inexpensive. Accurate. Positive proof.

WRITE FOR SAMPLE

Send a fresh testimonial to your salesmen regularly and notice the effect on their morale. Nothing refires the enthusiasm of a salesman like praise made public. Let us send you samples and prices.

Ajax Photo Print Company
35 West Adams Street, CHICAGO, ILL.

Palmer Advertising Displays

625,000 Pieces, in Seven Colors, for Whistle



NOTE THE ART WORK

All Done in Our Own Studios

Superior art work and ideas mark our every display creation. All these Whistle characters are by Mr. John Bradshaw Crandell, well known pastel artist, an officer of this organization, who not only handles the figure work, but closely supervises all art work on every display. His "O. K." on lithographic proofs means that every finished display is a true reproduction of the original art work, with which we please the most critical.



YOUR DISPLAY NEEDS

Whatever your display needs, from small quantities of counter cards to finest window displays and long run poster jobs like Whistle—we will render a rapid, economical, complete service, at one price, including everything. All we ask is the opportunity to place our ideas, preliminary sketches and prices against any competition.

ANNOUNCEMENT

By the addition of Mr. W. P. Langreich, former Sales Promotion Manager of the American Lithographic Company, to our production department, we have added one more expert to our staff of specialists.



WRITE FOR SAMPLES AND DISPLAY IDEAS

PALMER
Advertising Service, Inc.
137 East 43rd Street
New York City

Gentlemen:

S. M. 11

We are interested in your display service. Size about _____
Quantity _____. Please send samples and full details. We
enclose printed matter on our product. No obligation is incurred.
Name _____ Position _____
Company _____
Address _____

Do you want to become a Fraction?

Why not, if it pays?

If your business doesn't warrant employing a truly capable advertising man on full time, it will pay you to become one of my Fractional Employers—using me only as needed and letting other Fractions pay me between-times.

Remember, the brain put into sales-effort is only a part of the cost. Everything else costs the same (or more) when you employ cheap brains. And the cost-per-results *soars*.

So don't lose money for the mere pleasure of being a Whole Boss, but come down to a Fraction. Why not, if it pays?

Now ask me a question, or for Booklet E-40

Cornel Ridderhof

Times Bldg.

New York

PUT YOUR SELLING POST

By using letters, folders, booklets, house magazines, to get orders, or make it easier for salesmen to get them.

Postage Business Magazine Monthly is devoted exclusively to Direct Mail Advertising and Selling. Every number is full of modern selling ideas.

Postage Magazine is owned, edited and published by John H. Wright, employed as General Sales Manager by several successful New York corporations.

Send 50c for current number or \$1.00 for 6 months' trial subscription.

Address

Postage Business Magazine
(Dept., S. M.)

18 East 18th St., New York

(In one year, POSTAGE received over one thousand unsolicited testimonials from Sales Executives)

Personal Items



WILLIAM B. CRAGIN has resigned as general sales manager of B. T. Babbitt, Inc., New York, makers of soaps and cleansers.

F. S. FENTON, JR., sales manager of the Anchor Stove and Range Company, New Albany, Ind., has resigned to become general sales manager for Coppes Brothers and Zook, Napanee, Indiana, makers of Napanee Kitchen Cabinets.

PAUL C. LOTT, formerly sales promotion manager for the Mitchell Motors Company, Racine, Wisconsin, has been appointed sales promotion manager in charge of advertising for the American Kardex Company, Tonawanda, N. Y.

BENJAMIN DAVIS, until recently sales manager of the specialty department of the Miller Lock Company, Philadelphia, has entered business in Chicago under the name of The San-O-Fibre Products Company, of which he is president and director of sales.

WILLIAM T. BUSH, a former sales executive of the Studebaker and Packard companies, and more recently director of sales for the Gray-Dort Company in Canada, has resigned from the latter position, but has not announced his plans for the future.

J. W. FLOTO has been made sales manager of the Globe Steel Tubes Company, of Milwaukee, with headquarters in Chicago. He has been district manager of the company's Detroit office for the past four years, and previously was connected with the American Steel & Wire Company and the Midvale Steel & Ordnance Company.

C. C. FERGUSON, until recently secretary of H. B. Craddick Advertising Agency, Minneapolis, and for twelve years sales and advertising manager of the Baker Importing Company of Minneapolis and New York, has resigned to become executive manager of Printed Salesmanship, Inc., New York.

After an association of fifteen years with the Victor Saw Works, Springfield, Mass., G. W. DONAHUE has resigned as president to go into business for himself. He is now president of the Dolman Manufacturing Company, Inc., Springfield, Mass., makers of superfine tools. With Mr. Donahue are associated W. F. POLLOCK, formerly general manager of the Victor Saw Works, and C. C. JACKSON, formerly factory manager of the Victor organization.

F. W. DELANEY, at one time sales manager for the canned foods department of Cudahy & Company, Chicago, and until recently New York sales and advertising manager of the Sun-Maid Raisin Growers, has been made sales manager of Runkel Bros. Inc., New York.

CHARLES L. MITCHELL, secretary and sales manager for Crane and Company, Topeka, Kansas, printers and lithographers, was elected president of the National Association of Stationers and Manufacturers of America, at its annual meeting in Atlantic City early in October.

J. W. EVANS, for many years with the Bush Terminal Company, New York City, has been appointed eastern representative for Distribution Service, Inc., Chicago.

JOHN BENSON, president of Benson, Gamble & Slaten, Chicago advertising agency, was elected president of the American Association of Advertising Agencies at its recent annual meeting in New York City. Mr. Benson succeeds A. W. ERICKSON, president of the Erickson Company, New York City.

F. D. BRISTLEY, vice president in charge of sales and advertising for the Royal Baking Powder Company, announces the appointment of A. C. MONAGLE as sales manager for the United States and Canada. Mr. Monagle was formerly sales manager of Runkel Bros., Inc., makers of cocoa and chocolate.

ANDERSON PACE, advertising manager of The Tin Decorating Company, Baltimore, manufacturer of decorated tin packages, has been made supervisor of stock sales for the company in the Chicago territory. He will continue as advertising manager, and will divide his time between Chicago and Baltimore. Mr. Pace was formerly sales manager for the American Wholesale Corporation of Baltimore, manufacturers of clothing.

The new officers of the Advertising Specialty Association elected at its 19th annual convention in Chicago recently, are: president, L. L. JOSEPH, president of Parisian Novelty Co., Chicago; first vice president, CHAS. R. FREDERICKSON, president, American Art Works, Coshocton, Ohio; second vice president, M. J. SULLIVAN, president, The Sullivan Printing Works, Cincinnati; honorary vice president, E. J. BARKLOW, vice president Gerlach-Barklow Co., Joliet, Ill.; treasurer, G. FELSENTHAL, president, G. Felsenthal & Sons Co., Chicago.

News About Hotels

Sales managers whose duties require occasional visits to the furniture city will be interested in news from Grand Rapids stating that the new million dollar Hotel Rowe is rapidly nearing completion. It is expected that it will be ready for occupancy by Christmas. There will be 310 guest rooms, all with running water, circulating ice water, and toilet, 250 being equipped with baths also.

Due to the closing of several old hotels in Philadelphia, it is said that rooms are at a premium in the Quaker City. Sales managers who plan meetings or expect to meet salesmen or applicants at hotel would do well to reserve rooms in advance of their visit.

It may be added that the custom of wiring for rooms, practised so widely during the past few years, seems to be declining, particularly in cities where new hotel building has brought about a surplus of rooms. In many cities it is no longer necessary to wire reservations, unless there is some particular reason for stopping at a certain hotel.

Travelers who have found trouble in obtaining hotel accommodations in busy Wichita will perhaps find the congestion somewhat relieved now that part of the addition to the Lassen is completed. The new addition will eventually have 350 rooms, which will make the Lassen a 600 room hotel, one of the largest in the southwest. 100 of the new rooms and suites are now ready for occupancy.

It is expected that the new Miramar Hotel at Miami, Florida, will be completed and ready for business about the first of January. A novel feature has been included in the construction of this new hotel consisting of three complete bungalows, each a home in itself, having been built on the roof of the hotel. Each bungalow will have about four rooms.

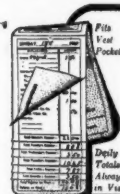
TOLEDO, OHIO

THE TOLEDO TERMINAL WAREHOUSE COMPANY

928-930 George St., Toledo, Ohio

STORAGE OF MERCHANDISE

Special Attention to Pool Car Distribution



Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.

100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia

Sales Ammunition!

Give your men the *real thing*. Photostat fac-similes quickly and economically made of testimonials, orders, charts, maps, etc. Special attention to mail orders.

Commercial Photo-Print Co.
45-49 William Street, New York City

Where Is Your New York Office?

To break into the New York market—*right*—it is necessary to have an office there, or be represented by an organization that knows the field and has a well-trained force of specialty men.

IF you have a distribution problem I would like to talk it over with you. It may be that you want only good New York representation, or perhaps you have a big enough job in manufacturing your product, and want to be relieved of the selling work in the entire United States.

I am in a position to do the following things:

Handle Your National Distribution

I now have a small, compact organization of producers, and am organizing a larger force. For the past 8 years I have been general manager of a large corporation, and in that connection and others that preceded it I have successfully sold by salesmen and through the mail to retailers, wholesalers, and direct to the consumer by canvassing.

I have large, well-equipped offices in the Carbon and Carbide Building in the heart of New York.

Represent You in the New York Market

Three factors are preventing some manufacturers from capturing the metropolitan district. (1) Lack of detailed knowledge of the market. (2) The high office rentals. (3) The salary overhead of a sales force and a sales executive big enough to swing the job.

My organization can supply all of these missing links.

Finance a Growing Business

If I believe in you and your product I will finance your sales program, and even your manufacturing, if necessary, up to \$100,000.

Let's Talk It Over

Write to the address given below, telling briefly of your problems. We can then arrange for a conference. All replies will be held as confidential.

HARRY RICH MOONEY

30 East 42nd Street

New York City

Salesmen's Association Fights Restrictive Ordinances

Sales managers will be interested in the activities of the International Association of Specialty Salesmen from whose headquarters in Chicago local associations are now being formed all over the country.

The association is designed to foster and develop direct selling—that is selling direct to the consumer through salesmen, after the fashion of the Fuller Brush Company, Real Silk Hosiery Mills and other manufacturers who have no dealer connections. Although the association takes in anyone as a member it is understood that this is the field from which they expect to draw the largest number of members.

Local associations have been organized in a number of the larger cities on the Pacific coast, in Chicago, Detroit, Ft. Wayne, Cleveland and Toledo. It is planned to build club rooms in various cities to be used by salesmen-members.

This association was organized in 1920, but has made little progress until the past few months, when the new president, Albert G. Burns, took charge of the international headquarters and started waging a vigorous campaign for new members and more local assemblies.

Primarily the association was organized with a view towards fighting the many illegal ordinances that various cities have enacted against salesmen, and towards cleaning up the field of direct selling, which has for many years been more or less infested with small concerns who were not any too scrupulous in their methods of doing business either with their salesmen or the consuming public.

Plans are now being laid for a convention in Chicago in 1923.

Chain Store Lists

Authentic lists of chain stores in all fields, giving name of parent company, address of buying headquarters, number of stores operated, and principal lines of merchandise carried. Write for descriptive folder.

KELLOGG PUBLISHING COMPANY
162 Bridge Street Springfield, Mass.

Wanted!

A Real Sales Opportunity

An experienced Sales Promotion, Advertising or Sales Manager seeks a connection where he can use his talents, experience and ability in directing a mail sales promotion or advertising department and help a sales force to secure bigger results by giving effective sales co-operation, and practical assistance.

Has had a broad and successful experience in selling by mail, advertising and in giving sales producing co-operation. Has edited a sales house organ, co-operated with 50 salesmen and 27 branch offices; organized and conducted a publicity campaign which produced BIG results.

If you want BIG results let's get together. Age 36. Available November 1 at a salary of \$3600. Highest references from all previous employers. Address Box 1150 Sales Management, 1801 Leland Ave., Chicago.

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

POSITIONS WANTED

WAREHOUSE MANAGER desires position with manufacturer maintaining branch warehouse. Ten years connection with two of the largest companies in the United States. A man of initiative and executive ability, experienced in the handling of men and possessing a thorough understanding of manufacturing, distribution and warehouse practice. Address J. W. Taylor, 305 Fine Arts Bldg., Detroit, Michigan.

Wanted: Connection by sales manager now employed but seeking larger field of opportunity in which he can invest his own capital. Twenty years experience in selling end of present business. Would like connection where sales promotion experience, executive ability, good judgment growing out of a large experience in business, absolute reliability and energy are called for—age 46—married. Box 1157, Sales Management, 1801 Leland Ave., Chicago, Ill.

Sales Correspondent—capable of writing letters that get orders, that inspire confidence reacting advantageously to house and salesman. Complaints and collections handled effectively but with diplomacy that furthers good will. Close student of sales problems and said to possess a keen sales instinct. Box 1156, Sales Management, 1801 Leland Avenue, Chicago, Ill.

Sales manager and salesman, now employed in New York district, wishes change and brighter future. Has sold iron and steel products, including hardware, and managed branch offices. Excellent record and best of references. Age forty, married, and never better—mentally and physically. Write for my record. Box 1158, Sales Management, 1801 Leland Ave., Chicago, Ill.

"SALES MANAGEMENT is 100% with me and I would not be without it." —Wm. A. Staving, Mgr. Statistical Division, Hercules Powder Co.

SALES MANAGERS WANTED

A large middle western clothing concern, operating a chain of retail stores as well as a force of retail salesmen, and doing a ready-to-wear agency business as well, is looking for a merchandising man who can come in and act as a right hand man to the president of the company. He will have entire charge of sales and advertising, and will direct the merchandising policies of the business. This is a position for a big man who has had experience in that line, and who can show results. Position will pay a good starting salary with some sort of a profit participation arrangement as soon as the man makes good. Box 1151, Sales Management, 1801 Leland Ave., Chicago.

Wanted: Small but growing business in middle west wants sales executive who has demonstrated his ability to successfully hire and train salesmen by mail. Good opportunity for resourceful man to connect with rapidly growing business. Earnings commensurate with results—excellent future. Write full details to Box 1154, Sales Management, 1801 Leland Ave., Chicago.

Field Contact man wanted by middle western grocery specialty house. We want a man who can go out and work with salesmen and show them how to increase their volume. We make a line of syrups, and job other related specialties. A good position for a man who knows this field, and one that has an excellent future ahead. Box 1153, Sales Management, 1801 Leland Ave., Chicago.

SALESMEN WANTED

Aggressive District Managers and salesmen are lining up with this most unique sales plan. It makes you your own manager and provides you with yearly earnings up to \$25,000. Fascinating work where you set your own limit. It's film advertising service, screening in local theaters. Drop a postal for an interesting story too long to tell here. Territory rapidly filling. Alexander Film Co., 1143 Main Avenue, Spokane, Wash.

Branch Managers Wanted
KARDEX
Write or Wire KARDEX CO.
TONAWANDA, N. Y.